ARMY RESERVE MAGAZINE

VOLUME 50, NUMBER 2

THE YEAR OF THE ARMY RESERVE LEADER

Lt. Gen. James R. Helmly Speaks Out on Change, Part II

A Campaign for Cultural Change

Continuing a Legacy of Honor: A Profile of the 81st RRC

SUPPORT OUR TROOPS

ARMY RESERVE MAGAZINE

Since 1954.

Army Reserve Magazine is an authorized Department of the Army publication, published quarterly by the Chief, U.S. Army Reserve, ATTN: DAAR-ZXP, 2400 Army Pentagon, Washington, DC 20310-2400 in accordance with Section 10210, Title 10, USC. The Secretary of Defense has determined that the publication of this periodical is necessary in the transaction of public business as required by law. Use of funds for printing this publication was approved by the Secretary of the Army on September 2, 1986, IAW provisions of AR 25–30.

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THE MADISON DESIGN GROUP

ON THE COVER

An Army Reserve Soldier from the 810th Military Police Company from Tampa, Fla., is silhouetted against the morning sky as Soldiers prepare weapons systems for a convoy operation into Iraq. (PHOTO: MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND)

Also on the cover: The yellow ribbon symbolizes our commitment to honoring those of our Army Reserve brethren who have fallen, those who are missing, and those who are serving around the globe. It will appear on each issue until they all come home.

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Maj. Danny Hassig, an Army Reserve Soldier with the 478th Civil Affairs Battalion, distributes toys to children at the Baghdad Deaf Mute Institute. (PHOTO: MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND)

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SUBMISSIONS · *Army Reserve Magazine* invites articles, story ideas, photographs and other material of interest to members of the U.S. Army Reserve. Manuscripts and other correspondence for the editor should be addressed to Commander, U.S. Army Reserve Command, Attn: Public Affairs (ARM), 1401 Deshler Street, SW, Fort McPherson, GA 30330-2000, telephone 404-464-8500 or dsn 367-8500. All email submissions should go to usarmag@usarc-emh2.army.mil. All articles ***must*** be submitted electronically or on disk or CD. Unsolicited manuscripts and photographs will not be returned. Query by letter.

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U.S.ARMY

News Briefs

CENTRALIZED BOARD EASES PROMOTION WOES

Most noncommissioned officers and commanders will be expected to answer questions about enlisted promotions at one time or another during their careers. However, given the myriad of guidance and references covering promotions, the answers may not always be easy to find. Now, a centralized promotion board has been established to streamline the process.

Under the watchful eyes of Lt. Gen. James R. Helmly, Chief of the U.S. Army Reserve, Theater Adjutant General Command Sgt. Major Steve Longwill has developed a centralized Enlistment Promotion Directorate (EPD) for deployed Army Reserve Soldiers. According to Longwill, it has the potential to be the most efficient and effective means of promoting Soldiers in theater.

"Soldiers who have been deployed into a theater of war are among the best qualified to be our future leaders," he said. "This centralized directorate will look out for the welfare and morale of Soldiers, as well as provide an opportunity to enhance the readiness posture of the Army Reserve."

The EPD specifically targets promotable Army Reserve specialists and sergeants in the Operation Iraqi Freedom and Operating Enduring Freedom theaters of operation. While promotion qualification requirements have not changed, the advent of the new directorate has simplified considerably the "how to" mechanism.

Before the EPD, promotions often were lost in the shuffle of multiple guidance that differed according to individual unit or Regional Readiness Command (RRC) policy. Some promotion boards were held in theater and some at the RRC level, while other promotions were overlooked altogether.

Now, all records to be considered for promotion will be supervised and submitted by the Theater Adjutant General Command Sgt. Major at Camp Arifjan, Kuwait, to the EPD. The directorate will receive and review packets, correct and/or return packets, board packets, and update promotion lists as appropriate.

According to Sgt. 1st Class Carol Medina, noncommissioned officer in charge of the EPD, the aim is to make the EPD into a "one-stop shop" for promotions of effected Soldiers in theater. All packets must be received no later than the last day of the month to be considered for the next month's board.

"We want to make promotions as easy as possible for deployed Soldiers without compromising standards."

"We want to make promotions as easy as possible for deployed Soldiers without compromising standards," said Medina. "The goal is to evaluate packets for completeness, fix whatever can be fixed by requesting documents from the supporting units, and board packets in a timely fashion. Deficient promotion packets will be held for one board past the original submission date. If we can't fix the problem during that time, the packet will be returned to the supporting unit."

With more than 37,000 Army Reserve Soldiers in theater — more Soldiers than in any one RRC in the United States — the impact of the EPD is far-reaching. But what does it really mean for individual Soldiers or unit commanders?

A consolidated board in theater means deployed Soldiers and senior leaders have a nearby reference for promotion guidance. In addition, with the EPD tasked to evaluate, correct and board packets, field commanders are relieved

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of the administrative paperwork associated with promotions. Senior leaders and administrative specialists still will be responsible for verifying eligibility and helping Soldiers put their promotion packets together, but the burden of validating those packets now will be absorbed by the EPD.

ARIOC SOLDIERS PARTICIPATE IN INFORMATION ASSURANCE TRAINING

In future conflicts, winning the battle in cyberspace could become as important as winning the war on land, sea and in the air. Potential enemies know that, if they can disable a military force's networks, they could seriously degrade that force's war fighting capability.

Soldiers in the Army's five regional Information Operations Centers (IOCs), which are staffed entirely by Army Reserve Soldiers and represent "units of action" of the Army Reserve Information Operations Command (ARIOC), are responsible for maintaining an information assurance capability for the entire Army. They work in cooperation with other Army organizations, such as the network of Regional Computer Emergency Response Teams (RCERTs) that span the globe. Their role includes detecting, evaluating and ultimately neutralizing cyber threats that could affect the mission of the Army and its supported agencies, such as the National Security Agency and Joint Reserve Intelligence Program.

In order to be able to counter any developing global threat, it became clear early in 2003 that an ambitious program would have to be developed very quickly to train ARIOC Soldiers in information assurance techniques. With U.S. Senator Rick Santorum's (R-PA) support, $1.5 million in federal funds was secured to establish a partnership between Carnegie Mellon University's Software Engineering Institute (SEI), located in Pittsburgh, Pennsylvania, and the ARIOC to meet the Army's need for a force trained in network security.

The SEI has developed several initiatives to help improve the quality of industrially developed software, as well as to ensure the integrity of information systems. Its program consists of four separate training activities: 1) a Basic Course in network technology; 2) an Advanced Course, which provides a hands-on laboratory in network redesign; 3) a virtual network auditing (VNA) activity to allow the IOCs to use virtual private network encryption technology to conduct remote vulnerability assessments and information security audits of simulated Army production networks; and 4) an information assurance exercise (IAX), in which all of the technologies taught can be tested in as close to a hostile cyber battlefield as can be created.

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The IAX is implemented as a simulation in which the IOCs build computer networks to support a deployed force and then must defend those networks against a Red Team — a group of ARIOC "aggressors" assigned the task of attempting to penetrate the networked systems.

The first two activities already have taken place. One feature of the training was that it was taught in a "train-the-trainer" context to prepare the participants to present the same training to others back at their home units. The individual IOCs now are engaged in implementing such follow-on course offerings locally using the SEI-trained Soldiers as primary instructors. At the same time, the SEI is developing the VNA and IAX training activities, scheduled for deployment in late 2004.

As the Army moves into the next millennium, cyber terror may figure more prominently in deciding the outcome of the nation's wars. The successful implementation of this cooperative training program will ensure that the Army is equipped to defeat this new kind of enemy.

THE ARMY'S DEPLOYMENT EXCELLENCE AWARD PROGRAM

The Army's Deployment Excellence Award (DEA) program annually recognizes Active Army, National Guard and Army Reserve units and installations for outstanding deployments and deployment support accomplishments. It is open to any unit or installation that has deployed or supported a training or contingency deployment during the competition year (December 1 through November 30). Units and installations are encouraged to participate in one of five categories: large unit (battalion and above); small unit (company and below); supporting unit; installation; and operational deployment.

For all categories except operational deployment, eligible units and installations submit self-nomination packets to their major commands (MACOMs). MACOMs then forward their top unit packets to an Army-level evaluation board that determines semifinalists. A team of deployment specialists visits selected units, validates unit deployment practices, and determines the best unit in each DEA category.

The operational deployment category is open to all units that deploy on operational deployment missions (war on terrorism, peacekeeping rotations, humanitarian missions, etc.). Two units are recognized annually — one large unit (battalion or above) and one small unit (company or below). MACOMs nominate units, and a deployment observation team from the Deployment Process Modernization Office observes and scores the deployment.

The 2005 DEA competition is open to all units and installations. Significant dates for the 2005 competition are:

DEA COMPETITION PERIOD:
December 1, 2003–November 30, 2004

MACOM NOMINATION PACKETS DUE:
January 31, 2005

DEA BOARD CONVENES:
February 14–25, 2005

FINALISTS ANNOUNCED:
March 11, 2005

DEA VALIDATION TEAMS VISIT:
March 15–April 15, 2005

WINNERS ANNOUNCED:
April 22, 2005

DEA AWARDS CEREMONY:
June 4, 2005

For additional information, contact the DEA Program Manager, Mr. Henry Johnson, Building 705, Room 221, Fort Eustis, Virginia, 23604, DSN 826-1833 (commercial 757-878-1833).

NEW ARMY COMBAT UNIFORM TO DEBUT

The new Army Combat Uniform.

The new Army Combat Uniform (ACU) was presented to senior Army leadership in December 2003, for potential Army fielding. In April 2004, after review by the Chief of Staff of the Army (CSA), the Program Executive Office (PEO) was directed to begin fielding the uniform to deploying units by April 2005, and to complete fielding to the entire Army by December 2007.

The ACU is being produced in a new Universal Camouflage "pixilated" scheme similar to the U.S. Marine Corps pattern. It has been designed for functionality and ergonomics, and to enhance Soldiers' performance and safety.

The new ACU is the culmination of many months of research and development, and is the uniform of choice by the overwhelming majority of the Army's leaders and Soldiers. Developed with direct and continuous input from Army Soldiers, the new ACU has been embraced by the Army's rank and file. The uniform will replace multiple versions of the current woodland and desert pattern battle dress uniforms (the Temperate/Hot Weather Battle Dress Uniforms and the Desert Camouflage Uniform) and will be easy to maintain, thereby decreasing out-of-pocket costs to Soldiers.

All Soldiers in the Active and Reserve Components, regardless of unit or function, will be issued the new uniform by December 2007. The ACU consists of trousers, a coat and a patrol cap. The cost of the ACU coat and trousers will be approximately $44.00 each, while the cap is expected to cost approximately $5.00. Given the anticipated increase in uniform cost, the Deputy Chief of Staff G4 is working with the Program Manager Soldier Equipment, the Office of the Deputy Chief of Staff G1, and the Army Budget Office to determine if there will be an increase to the fiscal year 2006 Clothing Replacement Allowance for the ACU.

The basis of issue for the ACU will be the same as for the BDU. Four ACUs will be issued to new Soldiers in Initial Entry Training. The basis of issue for military schools also will remain at four. Made with the same nylon/cotton rip-stop fabric as the current Enhanced Hot Weather BDU, the new ACU has an estimated wear-life of six months.

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Some items (patrol cap, tan boots and T-shirts) are expected to be introduced concurrently with the new ACU. Other Army woodland and desert pattern items will be evaluated to determine an appropriate single color or pattern. Specific timelines have yet to be determined.

Residual stocks of BDUs will be sold or issued until exhausted and their wear-out date will be established based upon when stocks are exhausted. The wear-out date will provide an adequate amount of time for Soldiers to procure the ACU. Production ramp-up of the new ACU will cause production of the BDU to end in early fiscal year 2006.

For more information, visit the PEO Soldier Web site (**https://peosoldier.army.mil**) or contact Maj. Gary Tallman, OCPA/MRD, 703-697-4314, or Debi Dawson, PEO Soldier, 703-704-2802.

PRINCIPLES OF WAR ESSAY CONTEST

As the nation faces new conflicts and forms of warfare, many groups are beginning to examine whether or not the principles of war have changed. The belief is that rethinking the principles of war might help military leaders better understand the relationship of war to this nation's future, as well as its past.

To facilitate this effort, the U.S. Naval Institute, Johns Hopkins University and the Royal Uniformed Services Institute, working in partnership with the National Defense University, Army War College, Air War College, Naval War College, the Office of Force Transformation, and the Department of Defense, are sponsoring a national essay contest. The contest is being conducted from June 2004 through February 1, 2005, and solicits articles on potential changes to the traditional principles of war. Additional details on the contest are provided below and also can be found at **http://www.usni.org/contests/contests.html**.

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Maximum length: 3,500 words

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SHOW YOUR SUPPORT FOR OUR TROOPS

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★ **Basic Allowance for Housing (BAH).** The rates vary according to categories such as grade, marital status, family member status, child support obligation, and home of residence (zip code). Ensure you have your current marriage certificate, court-ordered support payment agreement or mortgage/lease/rental (monthly dollar amount stated) documentation. Will reflect as BAH on your Leave and Earnings Statement (LES).

★ **Family Separation Allowance — II (FSA).** This allowance is for Soldiers who have family members and it begins after they have been involuntarily separated from them for more than 30 consecutive days. The payment starts the day of departure from the home station and stops the day before returning to the home station. The monthly rate is $250.00, prorated for earned portions of a month. Will reflect as FSA on your LES.

★ **Hostile Fire/Imminent Danger Pay (HF/IDP).** Commonly referred to as "combat pay," this is payable upon your arrival at and departure from a designated location. The monthly rate is $225.00 and is paid for the entire month regardless of the number of days you spend in the area. Will reflect as HF/IDP on your LES.

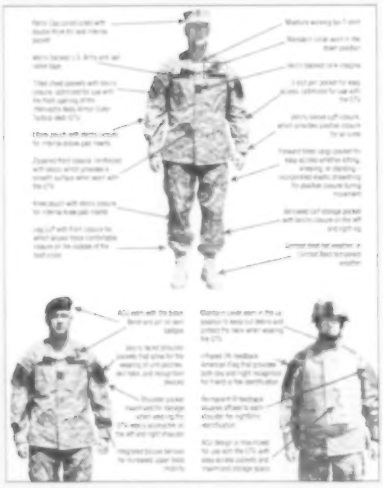
★ **Hardship Duty Pay — Location (HDP-L).** Depending upon the designated deployed location, you may receive $50.00, $100.00 or $150.00 a month. Qualification for this pay starts 30 days after arrival at the particular area, which is payable from the day of arrival, and stops the day of departure. The amount is prorated for earned portions of a month. Will reflect as "Other Credits" on your LES.

★ **Combat Zone Tax Exclusion (CZTE).** This is a monetary benefit for designated zones. All enlisted Soldiers' and Warrant Officers' basic pay plus HF/IDP are tax exempt each month from federal and state tax. For commissioned officers, only the first $6,315.90 is tax-exempt. This maximum monthly dollar amount is derived from the Sergeant Major of the Army's (SMA's) basic pay plus the HF/IDP amount. The exemption starts the day you arrive at and depart from the zone, and remains effective for the entire month regardless of the number of days you spend at that location.

★ **Travel Per Diem.** Generally, government-furnished mess and lodging will be available. Therefore, the daily rate you will receive for incidental expenses is $3.50 for overseas locations and $3.00 for stateside locations. You will submit the final travel settlement voucher upon return to your home station. If you are stationed where government lodging and/or meals are not available, you will be able to submit monthly travel claims. All travel claims for mobilized Soldiers supporting contingency operations are paid by a central travel office in Indianapolis, Indiana. Detailed information for submitting claims or inquiries is available by calling 1-888-332-7366 or DSN 699-0300.

★ **Accrued Leave.** You will earn 2.5 days a month (or .5 days every 6 days). If you are in a CZTE area, these accrued leave days are non-taxable provided you have not reached the monthly $6,315.90 ceiling. Effective October 1, 2003, the Reserve pay system tracks the days you accrue and take leave. You have the personal responsibility to ensure leave accuracy while mobilized. The demobilization station will compute your accrued leave payment/transition leave days prior to your release from active duty.

NEW ARMY COMBAT UNIFORM TO DEBUT



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★ **Hardship Duty Pay — Location (HDP-L).** Depending upon the designated deployed location, you may receive $50.00, $100.00 or $150.00 a month. Qualification for this pay starts 30 days after arrival at the particular area, which is payable from the day of arrival, and stops the day of departure. The amount is prorated for earned portions of a month. Will reflect as "Other Credits" on your LES.

★ **Combat Zone Tax Exclusion (CZTE).** This is a monetary benefit for designated zones. All enlisted Soldiers' and Warrant Officers' basic pay plus HF/IDP are tax exempt each month from federal and state tax. For commissioned officers, only the first $6,315.90 is tax-exempt. This maximum monthly dollar amount is derived from the Sergeant Major of the Army's (SMA's) basic pay plus the HF/IDP amount. The exemption starts the day you arrive at and depart from the zone, and remains effective for the entire month regardless of the number of days you spend at that location.

★ **Travel Per Diem.** Generally, government-furnished mess and lodging will be available. Therefore, the daily rate you will receive for incidental expenses is $3.50 for overseas locations and $3.00 for stateside locations. You will submit the final travel settlement voucher upon return to your home station. If you are stationed where government lodging and/or meals are not available, you will be able to submit monthly travel claims. All travel claims for mobilized Soldiers supporting contingency operations are paid by a central travel office in Indianapolis, Indiana. Detailed information for submitting claims or inquiries is available by calling 1-888-332-7366 or DSN 699-0300.

★ **Accrued Leave.** You will earn 2.5 days a month (or .5 days every 6 days). If you are in a CZTE area, these accrued leave days are non-taxable provided you have not reached the monthly $6,315.90 ceiling. Effective October 1, 2003, the Reserve pay system tracks the days you accrue and take leave. You have the personal responsibility to ensure leave accuracy while mobilized. The demobilization station will compute your accrued leave payment/transition leave days prior to your release from active duty.

Lt. Gen. James R. Helmly

SPEAKS OUT

On Change

Part II

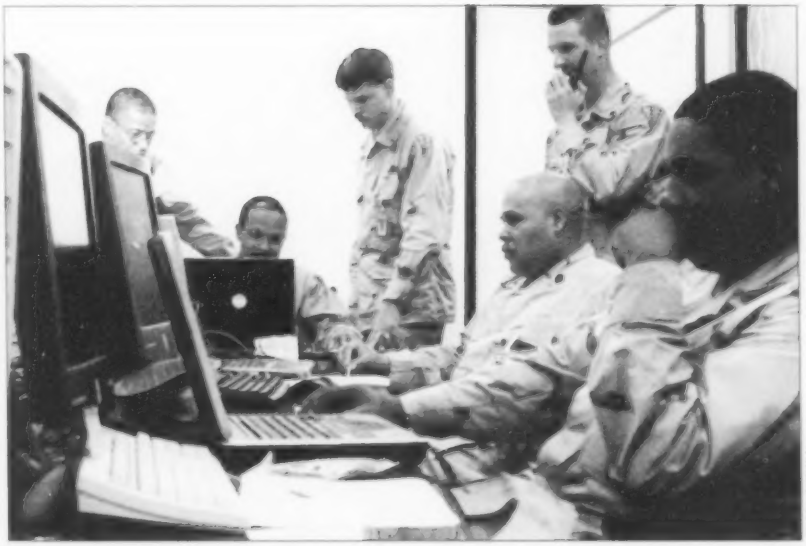

PHOTO: UNKNOWN

Army Reserve Magazine (ARM): You're on record as saying that you are looking to grow the AGR force — get more full-time people in. How is recruiting going for the AGR force?

Lt. Gen. James R. Helmly (Helmly): Yes, we are on target. We have a ramp of about 300 AGR increases every year, and we're set to meet that. We've got some challenges facing us in 2006, but we're working on those today. The major thing is that we also are changing the management of AGRs.

Our intent is to embed AGR Soldiers inside units in leader positions because that will give us more flexibility to grow them into competent leaders.

We're going to put more AGR authorizations down in units, and I currently have staff working on the formulas. Our intent is to embed AGR Soldiers inside units in leader positions because that will give us more flexibility to grow them into competent leaders.

We also plan to have them serve more frequently alongside active duty Soldiers so that, as they come into our units and formations, they will bring with them a currency of competence, tactics, techniques, and procedures regarding how we do business in Active Component units. So, we're stripping out the number of AGR spaces that will be in overhead and, in fact, I am doing some work as well to strip out AGRs on some higher level staffs, replacing them with civilians.

ARM: Are you getting any resistance to the idea of getting AGRs out in the field?

Helmly: You get resistance primarily because people are uncomfortable with change. Frequently, I am asked whether, now that I've been in my position just about two years, I feel comfortable with my job. I tell them I don't have a job. I have a responsibility, and the one thing I've grown comfortable with is knowing that I am going to be terribly uncomfortable. If leaders are comfortable, they probably aren't doing their jobs.

ARM: I know you talk to Soldiers on a regular basis and that you probably have the best ability to put your finger on the pulse of how the Soldiers feel. What sort of effect do you think the issue of extensions is having on them? Is that something they are going to be able to overcome?

Helmly: There is a quote I particularly like. It says, "You are nothing unless it comes from the heart — passion, caring, really looking to create excellence. If you perform functions only, and go to work only to do processes, then you are effectively retired. And it scares me. Most people by age 28 are retired." The author of that quote is John Maxwell, the author of several books on leadership and management.

Most often, what I find is that we all need to think about the words we are using. I've had captains tell me [extensions] are "devastating." Let me tell you what devastating is. Devastating is losing 36 American Soldiers out of a one hundred-man rifle company. Devastating is having your company overrun. I've seen devastating. I've been to devastating. Being extended is not devastating.

What we've allowed to happen as leaders is that we've not led our Soldiers.

What we've allowed to happen as leaders is that we've not led our Soldiers. We've not talked straight with them. We've not said, "This is the Army Reserve. We're here for one purpose. We exist to be called to active duty."

So, here's the real, cold, hard fact. We've changed our recruiting ads to focus on service, sacrifice and the realities of being a Soldier in the United States Army. Further, there is no secure rear area any more.

For years, Army Reserve training guidance looked like something out of an American corporation that laid out guidance for managing the "work force." Well, we don't have a work force. What we've got is an organization of American Soldiers in the United States Army Reserve. And, while we may have allowed Soldiers and their families to believe that they would be mobilized only by exception, the reality is there is no exception. We have mobilized for every war this nation has fought.

PHOTO: UNKNOWN

The President told us after September 11th that we are at war. He was telling us the truth. This is a war that is different from other wars. The President described it perfectly. He said it would be fought over a long period of time and often fought below the radar, so the American people wouldn't see and hear everything. That's probably why the American public has such a hard time sometimes believing we really are at war. However, we are at war. And I cannot lead Soldiers and manage the force when they are led to believe that they can only be mobilized on twelve-month orders.

The policy might say twelve months "boots on the ground," and we're trying to abide by that. We know Soldiers run out of gas when they stay too long. But I can't guarantee it will be exactly twelve months. Why? Because safety, security and the mission come first.

ARM: You recently were quoted in the media saying that you are looking for volunteers for two years' service. Can you tell us a little more about that?

...I'm offering the Army that I will take a unit and build provisional units out of volunteers for two-year active duty tours or volunteer active duty.

Helmly: As I've gone out and talked to Soldiers, I've found that many of them are frustrated because their mobilization orders have run out and they are being released. They still want to serve. They think the work they are doing is really important, and they want my help. So, I've said, let's find out how many Soldiers we've got. Is it 100? 1,000? 50,000? And then let's stratify them by grade, MOS and capability. Then I'm offering the Army that I will take a unit and build provisional units out of volunteers for two-year active duty tours or volunteer active duty.

ARM: In closing, is there anything else you would like put out there?

Helmly: I understand that the Army Reserve is not going to be for everybody. And I don't disrespect anybody who says so. But I'd like to keep Soldiers in the Army Reserve. That's going to require change. Change in leadership and change in the institution.

Yesterday, I had two wonderful phone calls with guys I served with in Vietnam as a lieutenant. My battalion from Vietnam is starting to have reunions because, as the people are growing older, they are realizing the richness of our service and experience.

PHOTO: UNKNOWN

PHOTO: UNKNOWN

As long as I am here, this is an institution that will be considerate and fair to its people.

Our battalion was awarded the Presidential Unit Citation. We had one recipient of the Congressional Medal of Honor. Three were awarded the Distinguished Service Cross. We were the 187th of the 101st. And when I was with them, there was only one battalion. Now, there are three battalions.

We were a tough unit and we were warriors. But we didn't sit back and defend anything. We moved at night, attacked at night, fought at night, and took heavy casualties. That was devastating. We walked into an L-shaped ambush and lost 36 American Soldiers.

What is important here is that one of the guys I heard from — the captain who was awarded the Congressional Medal of Honor — was a West Point graduate and served five years. He left active duty and is now a prominent attorney in Texas. The other guy left active duty after three years and is now an attorney in Houston, Texas. They were both outstanding Soldiers but they decided that a career in the Army wasn't for them.

One of the things we have not done in the past, but which I am trying to change, is having an awards ceremony when a Soldier prepares to leave. We have got to bring true meaning to the words, "Soldier, service and sacrifice." We have to reinforce that at every turn. We need to treat our Soldiers just like active duty Soldiers, showing them respect in every way.

We also need to show them that we appreciate their service and sacrifice, and that we are going to enforce standards that lead to their living and participating in a safer and more secure environment. And when some of our Soldiers and leaders decide this is not for me, we need to say, "That's okay." The important thing is that, when they served, they served honorably. And, for that, we honor and respect their service.

As long as I am here, this is an institution that will be considerate and fair to its people. We will establish and enforce a command climate of openness that is positive, that emphasizes the value of each member of the institution — civilian, military and family member — and that will honor people's service. Period. AR

2004 — The Year of the Army Reserve Leader:

A Campaign for CULTURAL CHANGE

PHOTO: UNKNOWN

"We must address attacking the culture of the 'weekend warrior.' Our Soldiers must understand this new culture and say: 'I am a Soldier. I specialize in the performance of my civilian-based skills. I will prepare myself for an active duty operational assignment as if I knew the day and hour it will come.'"

—Lt. Gen. James R. Helmly, Chief, Army Reserve

The quality of leadership by officers, warrant officers, noncommissioned officers, and civilian employees is the key to achieving lasting change for the Army Reserve. To underscore that point, Lt. Gen. James R. Helmly, Chief, Army Reserve (CAR), initiated a yearlong U.S. Army Reserve Leadership Campaign Plan (ARLCP) in early 2003. In addition, he designated 2004 as The Year of the Leader in the Army Reserve. That action set numerous events into motion, creating a central pathway for the transition from current to future force in the Army Reserve.

PHOTO: UNKNOWN

The ARLCP is the CAR's vision and strategy to change the leadership culture. It identifies critical elements related to improving leader behavior. In addition, it provides the road ahead to remove organizational barriers that get in the way of leader development, setting conditions for Soldiers and civilians to do the right thing for the right reason and directing cultural change in Army Reserve leadership.

The ARLCP is the CAR's vision and strategy to change the leadership culture.

Lt. Gen. James R. Helmly appointed the Leader Education and Development Council to work on the ARLCP during The Year of the Leader. Civilian, noncommissioned officers, warrant officers, and officer senior leaders from OCAR, USARC, HRC, RRCs, TSDs, and DIVITs met six times to establish the plan and to recommend realistic operational strategies. The following summarizes the results of those meetings.

PHOTO: UNKNOWN

Leaders Building Leaders

The ARLCP was founded on the belief that all Army Reserve Soldiers and civilians can be leaders. They do so by choosing to participate in self-development that guides decisions for institutional training and assignments that further their leadership expertise.

Army Reserve leaders make daily decisions across a lifetime of service to enhance professional knowledge and maintain proficiency through aggressive individual and unit-structured self-development programs. Self-development focuses on maximizing leader strengths, minimizing weaknesses, and achieving individual leader development goals. It involves:

- ★ A continuous process taking place during institutional training and education, and during operational assignments
- ★ A joint effort involving commanders, supervisors, and the Soldier and civilian
- ★ Actions structured by the individual and the commander or supervisor to meet specific individual goals and needs

Self-development starts with an assessment of individual leader behaviors, involves feedback related to strengths and areas for growth, and results in a continuous plan for lifelong learning and self-improvement.

PHOTO: UNKNOWN

Leader Campaign Actions

Actions for the ARLCP fall into the following categories: 1) Promotion and Awareness; 2) Protection; and 3) Response *(Figure 1)*. While it is desirable that Soldiers and civilians consistently serve on the right end of the continuum, the full spectrum of leader and non-leader behavior is addressed in the campaign.

Individuals who choose to move and stay on the promotion and awareness end of the leadership continuum display leader behavior that comes from self-discipline. These leaders have an internal drive that effectively influences others and builds organizational success.

Individuals who choose to move and stay on the promotion and awareness end of the leadership continuum display behavior that comes from self-discipline.

Individuals at the continuum's midpoint need to move to the right and do so via various actions (e.g., command climate surveys, leader assessment and development program). Leaders working with individuals at the midpoint must ensure that training and education are readily available for protection and compliance. However, these compliant Soldiers and civilians also must be assisted to strengthen leadership skills through organizational values that become internal, and competence in professional skills.

Non-leaders on the left-hand side of the continuum require increased external discipline. These are individuals who have a low level of skill competence and who have not yet internalized organizational values. If non-leaders cannot or will not move toward the right-hand side of the continuum, they must be released from service.

Plans Currently Underway

There is a whole team of Army Reserve Soldiers and civilians devoted to putting the campaign plan into action. The Year of the Leader actions currently underway include:

- ★ Leader Development Guides
- ★ Company Team Leader Development Course
- ★ Senior Leader Training Program
- ★ Army Reserve Combat Leader Validation
- ★ Command Climate Assessment
- ★ Leadership Assessment and Development Program
- ★ Mentoring
- ★ The CAR's Media Room
- ★ The 84th Army Reserve Readiness Training Command, Leader Development Directorate

For more information, contact Col. Sharon A. R. Stanley, Director of the Leadership Development Directorate (LDD), 84th Army Reserve Readiness Training Command (ARRTC), Fort McCoy, Wisconsin, **sharon.stanley1@us.army.mil**. AR

Figure 1: Leadership Campaign action continuum.

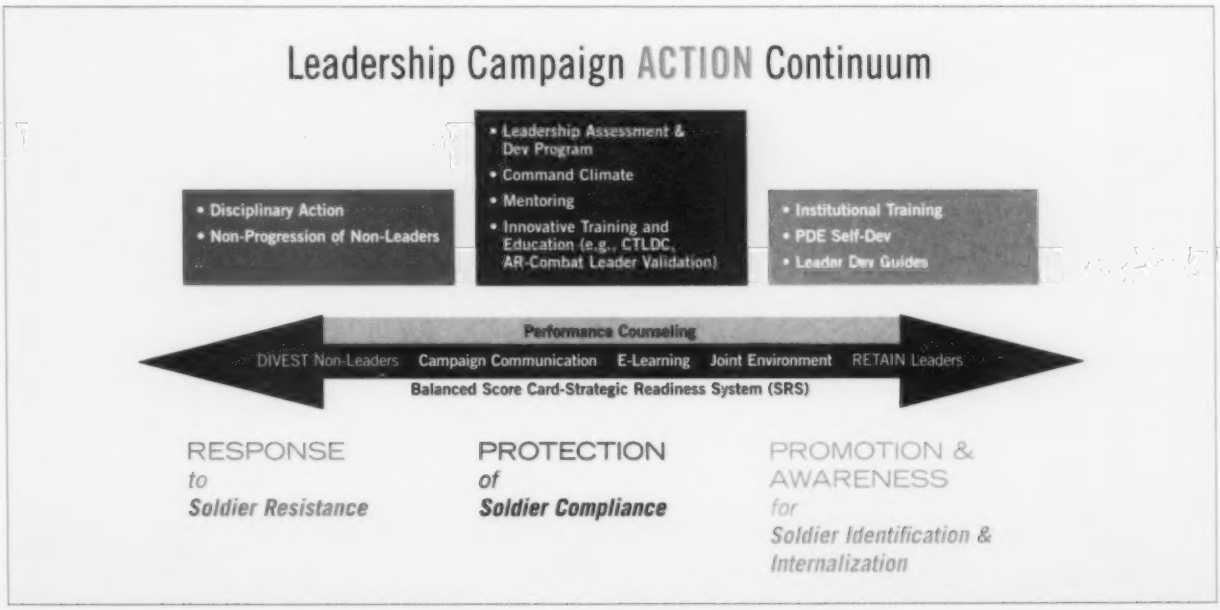

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PHOTO UNKNOWN

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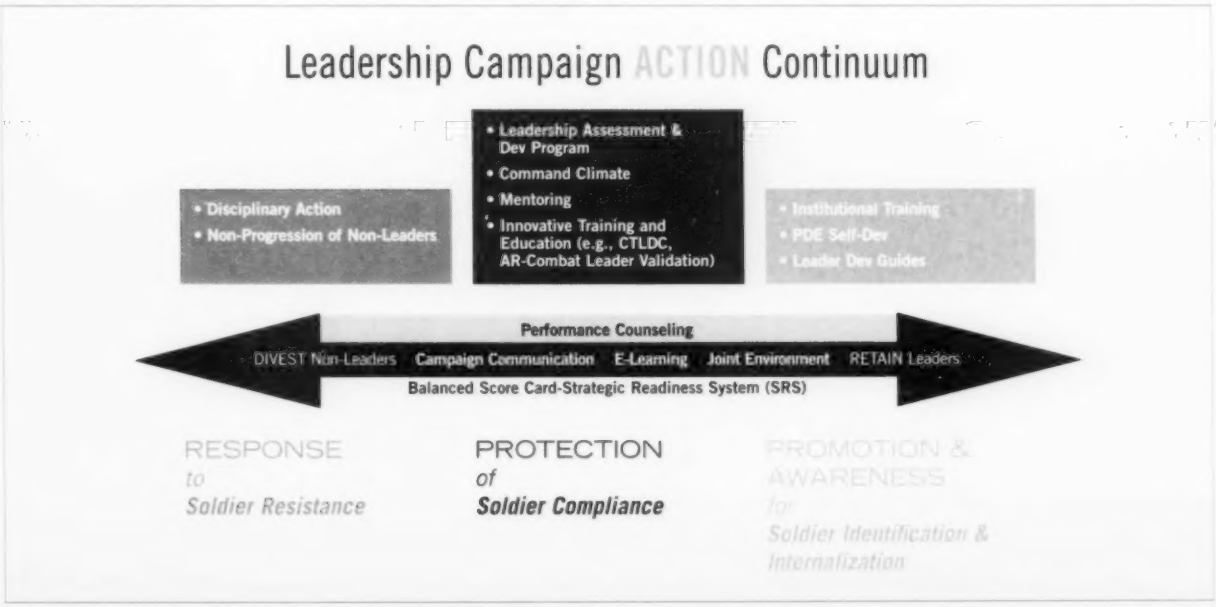

Update on Operation IRAQI FREEDOM

"We make the nation whole."

Our nation faces new and difficult challenges across the globe and here at home. To maintain our freedoms, our interests, and our way of life, the United States must not only react to these changes, we must anticipate, plan and prepare for them. Much of that responsibility falls on the men and women of the U.S. Army Reserve.

The brave members of this agile, highly skilled force prove their patriotism every single day, and that they are committed to serving our country — at a moment's notice — even during the most turbulent times.

Today, Americans continue to fight for the right to life, liberty and the pursuit of happiness — not only for themselves, but for others as well. We wage war against an enemy who seeks to deny life, liberty and the pursuit of happiness to millions of people around the world. The foe we face in Iraq and other parts of the world in the Global War on Terrorism finds glory in suppressing liberty with terror, and killing innocent civilians publicly and viciously. We fight for a world free of fear. Our enemy seeks a world based on it.

Let us never forget the importance of the cause for which we struggle. It is a fight for freedom as much as any war in our history.

Thousands of our fellow Army Reserve Soldiers have answered the call to active duty, and are serving our country with the same dedication and diligence as the Minutemen of colonial times. Many Army Reserve Soldiers have sacrificed their lives in the fight for freedom. Hundreds of Army Reserve Soldiers are recovering from wounds sustained in this war. Their service and sacrifice demand we uphold the legacy that they have built with dignity and honor.

Lt. Gen. James R. Helmly, Chief, Army Reserve

1st ID DETACHMENT PROVIDES FORCE PROTECTION

The 1st Infantry Division Detachment (Rear Operations Center), an Army Reserve unit based in Bamberg, Germany, deployed with the 1st Infantry Division (ID) to Iraq just eight months after returning from Kosovo. The Soldiers currently are on mission at Forward Operating Base (FOB) Speicher, near Tikrit.

"We spent approximately two weeks in Kuwait at Camp New York preparing to move into Iraq," said Col. Mike Sinnott, commander of the 1st ID Detachment (Rear Operations Center). "In Kuwait, we awaited the arrival of our vehicles and supplies, and conducted live fire and close quarter marksmanship training."

Once in Iraq, the unit began conducting its mission to establish and maintain the 1st ID's Rear Command Post and to provide expertise in rear area and base security, force protection and terrain management.

"We are pretty fortunate that our mission here is a true Rear Operations Center mission. We perform operations and intelligence functions," added Sinnott. "In addition, we are proud that we were able to hit the ground running with our Active Component comrades, seamlessly integrating on short notice with the 1st ID staff."

> "...we are proud that we were able to hit the ground running with our Active Component comrades..."

Prior to arriving in Iraq, the members of the 1st ID Detachment (Rear Operations Center) spent eight months in Kosovo. Last fall, they participated in a major Warfighter Exercise with the 1st ID. They believe the Warfighter Exercise helped them prepare for the challenges they would encounter in Iraq.

"Working with the 1st ID during Warfighter gave us time to iron out equipment and technical challenges and to rehearse battle drills," said Sinnott. "By the time we conducted annual training prior to mobilization and through mobilization, we were able to focus on key Soldier skills."

During their two weeks of annual training, the Soldiers conducted convoy live fire training. They also were required to participate in a more complex and challenging live fire course in Kuwait.

PHOTO: LT. COL. JON DAHMS, 7TH ARCOM PAO

Army Reserve Soldiers with the 1st Infantry Division Detachment (Rear Operations Center) based in Bamberg, Germany, participate in convoy live fire training prior to arriving in Iraq.

"Convoy live fire was the most significant training we received considering we spent two days driving from Kuwait to Tikrit," added Sinnott.

The 1st ID Detachment (Rear Operations Center) is a subordinate unit of the 7th Army Reserve Command (ARCOM), the Army's only Reserve command totally stationed on foreign soil. The 7th ARCOM provides U.S. Army Europe with 22 units and nearly 1,000 Soldiers to fill highly specialized fields such as rear operations, intelligence, personnel replacement operations, movement control, medical support, and chaplain support.

An Army Reserve Soldier with the 1st Infantry Division Detachment (Rear Operations Center) inspects work on a tower in the Tikrit area of Baghdad.

PHOTO: LT. COL. JON DAHMS, 7TH ARCOM PAO

243rd QUARTERMASTER BATTALION MANAGES LARGEST COALITION CAMP IN NORTHERN KUWAIT

It's somewhere in the middle of nowhere. With a horizon so far off it's difficult to discern. But in the vast, flat expanse of northern Kuwait, it's a place many Soldiers call home before moving into Iraq.

At any single time, as many as 14,000 Soldiers may be passing through. And the camp is responsible for managing everything those Soldiers may need en route to their ultimate mission—ensuring freedom in Iraq.

"Everything is trucked in," said Col. Patrick Dardis, commander of the 243rd Quartermaster Battalion, an Army Reserve unit from Parsons, Kansas. "All of the water, fuel and food the Soldiers will need. We're totally dependent upon the outside world to function like a city within the desert."

Assigned to the 89th Regional Readiness Command, the 55 Soldiers of the 243rd act somewhat like city managers for almost 2,000 permanent troops, who have been assigned to this city in the sand to help facilitate the final staging and forward movement of units into Iraq. Those 2,000 "fixed" Soldiers are called "tenant" units by Dardis, while all of the other troops are considered "transient" because eventually they will be moving on.

"While they are here, they are gathering intelligence about their pending missions in Iraq. They conduct briefings, specialized training and rehearsals. They also finalize their load plans before actually taking on food and ammo," added Dardis. "They're very busy, so it's my mission and the mission of my staff to provide and ensure that the very best support is provided them while they are our customers."

> "...it's my mission and the mission of my staff to provide and ensure that the very best support is provided them while they are our customers."

Dardis is very proud of the fact that he and his Soldiers not only are keeping the camp running at full throttle when necessary, but also continuing to assist in upgrading existing facilities and planning for more permanent structures.

Out of the unit's total of 55 Soldiers, 15 were called from other units — a process called "cross-leveling," where Soldiers whose skills meet the identified shortfall requirements of a unit are drawn from other units throughout the Army Reserve.

The AAFES facility at the city in the sand in northern Kuwait is popular for long distance calls home.

PHOTO: MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND

"I was cross-leveled," said Sgt. 1st Class Walter Brown, who originally was assigned to the 5115th Garrison Support unit in Fort Meade, Maryland. A food service specialist, Brown is responsible for ensuring the Soldiers are adequately fed.

"I try my best to take care of them. That's my mission — to take care of these Soldiers. I give them the very best I can," added Brown.

353rd ENGINEER GROUP BRINGS CIVILIAN-ACQUIRED SKILLS TO DEVELOPING IRAQ'S INFRASTRUCTURE

One of the greatest challenges facing Coalition forces is the restoration of Iraq's infrastructure. This includes renovating the power grids, and water and sewer systems, as well as rebuilding housing and commerce. The 1,200 Soldiers assigned to the 353rd Engineer Group, an Army Reserve unit from Oklahoma City, Oklahoma, are meeting that challenge.

"We do planning and design work for infrastructure development," said Col. William Hagood, commander of the 353rd and a senior vice president of a civil engineering and architectural firm in his civilian life. "A lot of active duty engineer units are considered combat-heavy because they are designed to breach obstacles and provide support for forward combat arms construction. In the Army Reserve, we are more mission-oriented."

Most of the members of the 353rd work in the construction and engineering fields in their civilian occupations. They are surveyors, builders, designers, architects, and civil engineers. One Army Reserve Soldier, Sgt. 1st Class Ronald Ice, has more than 15 years managing a construction company.

"We're working with the Iraqi civilian population here," said Ice. "They're the ones who really know what is wrong and how to fix it. We're just here to help them."

PHOTO: MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND

Army Reserve Soldiers with the 353rd Engineer Group help restore the infrastructure in Iraq.

Ice noted that a lot of the construction work that was done earlier was unsafe. For example, several of the Soldiers with the 353rd are fully engaged in renovation of a series of cement housing facilities that were hurriedly constructed by the Iraqis. They were constructed so fast, in fact, that the landfill was not compacted properly to allow for settlement time. Subsequently, during the rainy season, the floors began to cave in, breaking apart all of the water systems. The Soldiers now are replacing those systems, as well as restoring the buildings.

PHOTO: MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND

Army Reserve Soldiers with the 353rd Engineer Group help restore the infrastructure in Iraq.

"Sometimes, the low bid isn't always the best," added Ice. "We look closely at all the bids to determine the best contractor for the job. When it comes to quality, we stick to our guns."

Maj. Curtis Woods, another Soldier with the 353rd, is the deputy commissioner for public works in Mount Vernon, New York, where he oversees the city's water, electric and sanitation operations. In Iraq, he is performing similar duties.

"I'm working with my Iraqi counterpart to systematically identify the problems and develop solutions. However, it's going to take a while," said Woods. "I see much bigger problems here than I do at home. But this experience is going to help me when I return to my job in the States."

Lt. Col. Doug Satterfield is the chief design engineer with the 353rd. This experience has shown him a lot.

"I'm proud of the Soldiers and what they are doing," said Satterfield. "They will be better people, both in terms of their professional skills, as well as in recognizing what is important in life. And the Iraqi people will be better people too."

"I'm proud of the Soldiers and what they are doing. They will be better people, both in terms of their professional skills, as well as in recognizing what is important in life."

"We're here to help the Iraqis get back on their feet, and to supply the essential services that will enable them to use these facilities in the future," added Hagood. "That's really what we're here for — to provide the Iraqis with the benefit and knowledge of our experience and to give them a fresh start."

Army Reserve Soldiers with the 353rd Engineer Group help restore the infrastructure in Iraq. (PHOTO: MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND)

COMPANY A, 411th ENGINEER BATTALION IMPROVES CAMP WAR EAGLE

There's nothing like taking a hot shower to wash away the dust, sweat and fatigue that accompany life out on patrol. Making these showers available in Iraq is the job of Company A, 411th Combat Heavy Engineer Battalion, an Army Reserve unit based out of Hawaii.

"Currently, we have been assigned to build a force protection wall and to fix the plumbing problems in the barracks," said 1st Lt. Kelly Heth, general construction platoon leader. "The carpenters we brought along with us also are building benches for the showers and making other small improvements to help improve the quality of life of our Soldiers."

In addition to renovating the showers, the Soldiers also are getting the opportunity to practice their skills as plumbers, carpenters and electricians, as well as to learn new trades.

According to Staff Sgt. Mel Mizukami, a squad leader with Company A, his Soldiers currently are charged with taking the barracks' water tanks out of the ground and building cement platforms to place them on.

"The problem with where the tanks are now is that they were not placed properly. So there is a lot of seepage and the water is getting contaminated," said Mizukami. "By elevating the tanks up out of the ground, you get a cleaner water system."

Meanwhile, another squad is prepping the hot water heaters by replacing the wiring and piping.

According to Heth, many of the Soldiers in the battalion are construction contractors with their own businesses or college students in their civilian lives. They also come from all over the United States.

"In our battalion, we have people who come from all over the United States. We also have just about every nationality you can think of represented. And they all came here to serve their country," said Heth. "They are all well-educated and work together closely as a team. It's a great bunch of Soldiers."

Spc. Dale Balsis, a heavy equipment operator with Company A, 411th Engineer Battalion, helps guide an Alaskan barrier into place.

PHOTO: SGT. DAN PURCELL, 122ND MOBILE PUBLIC AFFAIRS DETACHMENT

PHOTO: SGT. DAN PURCELL, 122ND MOBILE PUBLIC AFFAIRS DETACHMENT

Spc. Chelsea Evangelista, a carpenter/mason, and Staff Sgt. Fertom Ariquitoke, a plumber, both from Company A, 411th Engineer Battalion, measure and cut-to-fit rebar that will be used to build above-ground platforms for water tanks.

PHOTO: PFC. AL BARRUS, 122ND MOBILE PUBLIC AFFAIRS DETACHMENT

Sgt. Barcelene Gose (right), an electrician, and Sgt. Jeremiah Diaz, a plumber, perform carpentry duties building a new finance center next to the Camp Victory North Army Post Office in Baghdad. Gose and Diaz are members of Company C, 411th Engineer Battalion, an Army Reserve unit from Guam.

COMPANY C, 411th ENGINEER BATTALION GETS THE JOB DONE

Every unit runs into obstacles when trying to complete its mission in Iraq. No matter how much the unit trains, it just can't be prepared for every contingency. The same can be said for the Soldiers of Company C, 411th Engineer Battalion, an Army Reserve unit from Guam that has been attached to the 1st Cavalry Division to construct buildings on Camp Victory North in Baghdad.

"Right now, our platoon is working on a finance center. We are supposed to have it done in 11 days," said Staff Sgt. Lawrence S. Terlaje, a site manager for the 411th, standing before the bare frame of a future building. "However, it won't be easy."

The problem is that, even while several Soldier-carpenters work hard at driving nails into wood planks and sawing two-by-fours in the mid-day sun, many of the Soldiers of the 411th are on "Red Cycle" — assigned to more detail-oriented tasking such as checkpoint operations — or sleeping after night shifts.

Another obstacle the unit is confronting has to do with the construction materials themselves.

"A carpenter knows when he looks at a two-by-four. The U.S. standard is actually an inch-and-a-half by three-and-a-half inches. Here, we see three different sizes," added Terlaje. "And, with the weather out here, the lumber takes a real beating. When we get it from the yard, it's compressed and bundled down. However, as soon as we take it out of its packing, the dry air starts to affect it. So, we need to get it nailed down fast."

Then there are the electrical differences.

"We are set up for 220 volts, but the hertz is different here. It is destroying our equipment. So we are doing what we can to buy equipment from local shops that already is set up for the same hertz," said Terlaje.

Despite these problems, Terlaje and his fellow Soldiers maintain they joined the Army Reserve for the challenge.

"I like the challenges of this job. And I like being with my fellow Soldiers to meet those challenges," added Terlaje. "If I have to be away from my family, I want to be here with my unit. This is my second family, and it makes all of this worthwhile."

> "I like the challenges of this job. And I like being with my fellow Soldiers to meet these challenges."

416th CIVIL AFFAIRS BATTALION WORKS TO IMPROVE INFRASTRUCTURE IN IRAQ

Throughout Iraq, Army Reserve Soldiers with the 416th Civil Affairs Battalion from Norristown, Pennsylvania, are working diligently to improve the infrastructure of Iraq.

Improving Health Care Delivery Systems

Raising the standard of health care starts with providing the appropriate health care delivery systems, including facilities, equipment and supplies, and Soldiers with the 416th have been working with Coalition forces to do just that. Not only have they been repairing clinics and expanding existing structures, they also have been purchasing critical medical equipment and providing necessary medicines on a consistent basis unlike anything the region has experienced before.

"With the money the Coalition forces have provided, Army Reserve Soldiers have helped us provide two hospitals and 17 health clinics within Zakho with needed medical supplies; clean, updated facilities; and new and better health care equipment," said Dr. Khorshwez Said, director of Zakho General Hospital.

When the 416th first arrived in Zakho, they met with the mayor, Shakh Akhr Shakh Jemal, to discuss what he thought his city needed most. Immediately, Jemal said the city needed to improve its health care system.

"After talking with the mayor, we were able to go right to the city's general hospital authorities to ask them what they needed," said 1st Lt. Tim Zeisset of Lincoln, Nebraska, a project officer with the 416th. "Then we were able to submit a proposal to the Coalition authorities to obtain the funding necessary to get started."

Over the past year, Coalition forces have spent more than $1 million to improve the health care system in northern Iraq.

PHOTO: SPC. GRETEL SHARPEE, 139TH MOBILE PUBLIC AFFAIRS DETACHMENT

Dr. Khorshwez Said, director of Zahko General Hospital in Iraq, points out the new equipment that was purchased and delivered to a hospital in the Zahko region to improve their health care delivery services.

Restoring Security Operations

In addition to improving health care in Zahko, Soldiers from the 416th have raised more than $4 million in recent months from various sources to provide districts within the Irbil governate — Mergassor, Choman and Seran — much needed equipment to support security operations, including computers, printers, copiers, buses, pickup trucks, backhoes, and dump trucks.

"When they found out we could raise money for the area, they asked us how we thought they should use it," said 1st Lt. Timothy Hilfiger, team leader for the 416th. "There were some items the local leaders consistently requested, so we worked at getting those items delivered first."

PHOTO: SPC. BLAIR LARSON

1st Lt. Timothy Hilfiger of the 416th's Civil Affairs Team North inspects boxes of computer supplies targeted for the local governments.

> "There were some items the local leaders consistently requested, so we worked at getting those items delivered first."

The donation of 15 buses complemented a larger rural education project the team had been spearheading in the area. When completed, this project will bring 12 new schools to the three districts. The buses will be distributed to the districts so children from smaller villages will have the transportation necessary to attend the schools.

The pickup trucks, backhoes and dump trucks are targeted at giving the districts' electric and water departments the ability to perform their own maintenance work in the future.

"We're looking for ways to help them become more self-sufficient," added Hilfiger. "If they can do their own maintenance, they will have to rely on us and the central government less in the future."

The computer equipment will be used to network the local government departments together to help enable them to be more responsive to their citizens. Currently, the 416th is concentrating more on the rural, war-torn villages that otherwise would not see improvements for several years to come.

In addition, Soldiers from the 416th also are working to improve security around Mosul's schools. In June, members from the unit's higher education team handed out $10,000 worth of security equipment, such as body armor, megaphones, flashlights, reflective vests, and metal detectors to the security guards from Mosul University. Maj. Wayne Bowen, the higher education team chief, recommended the project for funding through the Commander's Emergency Response Program in response to requests he got from the security guards.

PHOTO: SPC. BLAIR LARSON

Maj. Wayne Bowen, higher education team chief with the 416th, delivers security equipment to the guards at Mosul University.

"So far, the campus has been less violent than other universities in the country," said Bowen. "However, terrorists have tried to get onto campus and there have been a few drive-by shootings outside the university."

The body armor will be worn by the guards who work at the gates of the university, while the metal detectors will enable the guards to more effectively search people coming through the gates. The megaphones will be used to control riots and demonstrations on campus.

The Soldiers also provided training to the guards on how to safely and effectively use the equipment.

"This equipment will give the guards a greater sense of confidence as they go about the business of doing their jobs," added Bowen.

Providing Homes for Displaced Persons

In the Dahuk governate, the Soldiers of the 416th Civil Affairs Battalion have been working with local government, non-governmental organizations and Coalition forces to provide much needed housing for displaced persons.

The families, recognized as Internally Displaced People (IDP), were forced from their homes between 1961 and the establishment of the no-fly zone after the First Gulf War in 1992. During that time, Saddam Hussein's regime destroyed nearly 4,500 villages using chemical or conventional bombs on the villagers. To avoid being killed, many Kurdish families fled to nearby Turkey, Syria or Iran.

Musi Ali Bakrr is the Chairman of the High Committee for IDPs and Refugees for the Dahuk governate, and is in the forefront of the fight for the Kurdish families. He currently represents nearly 25,000 families or 160,000 individuals in the governate who remain homeless.

"The wounds of the IDPs are very deep. After 30 years of organized destruction of the Kurdish people, it will take nothing less than 60 years of organized reconstruction to repair the damage done," said Bakrr.

PHOTO: SPC. AARON RITTER

[Top] Construction continues on new homes being built for displaced Kurds in Iraq.

PHOTO: SPC. AARON RITTER

[Bottom] Sgt. Jeffrey Gliem, public safety team leader for the 416th Civil Affairs Battalion's Dahuk team, hands the keys to one of two new police patrol vehicles to Brig. Gen. Nazar R. Aziz, the Dahuk governate chief of police.

The IDPs currently live in nearly 325 structures throughout Dahuk known as public buildings. These include abandoned schools, office buildings and former military installations. As many as ten people live within rooms measuring 20' x 20', while families share kitchen space often consisting of nothing more than a couple of burners and a few dishes.

To combat the homeless problems of the region, Bakrr is trying to provide homes in area villages instead of using available resources to fix the public buildings. And that is where the Soldiers of the 416th come in.

"We are rebuilding these villages because each village we help restore means that many more people are able to have homes," said Lt. Col. Kenneth Scarano, who oversees the 416th's operations in Dahuk.

> "We are rebuilding these villages because each village we help restore means that many more people are able to have homes."

To date, more than 150 homes have been erected for IDPs in three locations. Additional homes still are under construction, while there are plans to construct many more in the future. Those families who have been displaced the longest are being given priority in receiving a house. If chosen, the family receives full ownership of the home at no cost.

Giving Police the Tools to Do Their Job

Also in Dahuk, Soldiers of the 416th Civil Affairs Battalion have worked closely with local police officers to obtain much needed equipment to be used to help deter crime, including several desktop computers, copiers, fax machines, and digital cameras, as well as two new police vehicles. The $30,000 project, headed by the Army Reserve Soldiers and funded by the Commander's Emergency Response Program, was identified as a priority need by community leaders in the region.

"This equipment is important because many of the districts lack the necessary vehicles and computer systems to effectively do their jobs," said Sgt. Jeffrey Gliem, public safety team leader for the 416th in Dahuk.

Throughout the governate's six districts, the police only have 25 patrol vehicles, while two districts have no vehicles at all. As a result, most police officers have been restricted primarily to monitoring thoroughfares and intersections around their posts in an attempt to keep their presence known to the public.

"Our goal was to help the police department become more mobile," added Gliem. "An officer really cannot patrol effectively on foot. So, our hope has been that the added transportation will help, even marginally, to increase their ability to respond in times of crisis."

Brig. Gen. Nazar R. Aziz, the Dahuk governate chief of police, added that the office equipment will improve greatly the department's ability to coordinate and communicate crimes in real-time among its 29 police substations. In the future, the 416th hopes to teach local officers how to create a criminal database.

"I love to see how happy the officers are to receive this equipment," said Gliem. "Doing this makes me feel like I have done something at the end of the day, and makes me want to work harder to get more projects approved for these people in the future."

451st CIVIL AFFAIRS BATTALION HELPS PRESERVE ARCHEOLOGICAL SITES

Four and five thousand-year old artifacts from Iraq's multi-cultured past were discovered when Soldiers of Company B, 65th Engineer Battalion dug into a hill while gathering dirt for Hesco defense barriers. Capt. Nicholas Gianforti, an intelligence officer for the 2nd Brigade Combat Team and a college anthropology major, responded first to the site after its discovery.

"Once the engineers found it, they stopped digging and notified the brigade tactical operations center," said Gianforti. "The next day, I went out to the site to verify whether or not it was an archeological find."

After confirming the find, additional hills in the area also were found to hold archeological treasures. For the next month, Soldiers of Company B, 451st Civil Affairs Battalion, an Army Reserve unit from Pasadena, Texas, attached to the 2nd Brigade Combat Team, invited local archeologists from the Museum of Antiquities to identify the artifacts and search for other potential sites.

"As Americans, our policy is to respect the cultures of the country that we find ourselves in," said Maj. Karl Morton, commander of the 451st. "The better the locals understand that, I think the more supportive they are. That's one of our main missions — building local support."

PHOTO: SPC. SEAN KIMMONS, 25TH ID PUBLIC AFFAIRS UNIT

An Army Reserve Soldier with Company B, 451st Civil Affairs Battalion from Pasadena, Texas, explores a newly discovered archeological site in Iraq.

At first, the area was believed to be a gravesite. However, upon closer examination, it was revealed that the animal bones and pottery were related to an ancient settlement. Some of the

PHOTO: UNKNOWN

Lt. Col. Mark Williams, commander of the 478th, stands in front of his troops while the battalion is awarded the Presidential Unit Citation at Fort Thomas, Ky.

PHOTO: UNKNOWN

Lt. Col. Mark Williams presents the battalion's flag while Brig. Gen. James Bauerle (Ret) attaches the Presidential Unit Citation streamer.

pottery is estimated to be approximately 5,000 years old, and it has been linked to the Nuzi people of the Hurrian civilization.

Nuzi was a provincial agricultural town in the small Hurrian kingdom of Arrapha, whose capital today is buried under the town of Kirkuk. Arrapha was situated along the southeastern edge of an area believed to be under Mittanian domination. Babylonia lay to the south and, to the west, was Assyria, whose revolt against the Hurrian kingdom of Mittania is suspected of having led to the destruction of Nuzi and the ultimate collapse of Mittania in the 14th century.

In 1972, representatives from Harvard University excavated the town of Nuzi, which is about 10 miles south of Kirkuk. One remarkable item recovered from the site was the world's oldest map etched on rock and dated at about 5,500 years ago.

"The area that we now know as Iraq used to be known as Mesopotamia," added Morton. "Mesopotamia is credited with being the cradle of civilization. Its people were believed to be the first to develop an agricultural system, a writing system and metal alloys."

According to Morton, Iraq sits on top of the world's oldest and most significant historical sites, and no one knows what might be found next. That is why it is important to safeguard these particular sites.

"For now, it is our responsibility to ensure we don't cause any damage to these sites," he added.

478th COMBAT ENGINEER BATTALION RECEIVES PRESIDENTIAL CITATION

Their job was to clear minefields and to escort the Marines through heavy fighting in Iraq. During 33 days of combat, a period that demanded four major river crossings and destroying Iraqi bunkers, Army Reserve Soldiers from the Fort Thomas, Kentucky-based 478th Combat Engineer Battalion proved they were more than up to the challenge. In May, they received the Presidential Unit Citation for their service in Iraq — the highest award an Army unit can receive.

"It's nice. It gives you a sense of accomplishment," said Sgt. Robert Williams of Beavercreek, Ohio.

More than 200 of the battalion's members were honored at the small ceremony conducted at the Army Reserve Center at Fort Thomas before an audience of about 100 friends and relatives. Every Soldier who participated in the campaign received a ribbon to wear on his or her uniform.

During the six months the engineers were deployed, 168 Army Commendation Medals and 390 Army Achievement Medals were awarded to the Soldiers of the 478th for outstanding service to the United States, their fellow Soldiers and the Iraqi people. In addition, 11 Soldiers received the Bronze Star.

"I'm so proud of my son," said Sherry Hammons, whose son, Sgt. Jeff Hammons, is with the battalion. "They deserve this honor, especially because there is a remote possibility that they could go back."

Most of the Soldiers said they remain dedicated to the overall mission.

"We have a commitment to the people of Iraq, and we need to bring stability to that country," said Spec. James Woodson of Cleves, Ohio.

478th CIVIL AFFAIRS BATTALION SOLDIER MANAGES VENDORS WITH KINDNESS

Maj. Annette Dawson's job isn't easy. Today, she has to meet with the second wife of a bazaar vendor who was killed in a robbery to settle his estate. Throughout the difficult process, she displays a remarkable degree of kindness as she works to ensure an even division of property between both of the vendor's wives.

Dawson, a special projects officer with the 478th Civil Affairs Battalion and an educator from Hobbs, New Mexico, is charged with oversight for the popular bazaar located approximately two blocks away from the Presidential Palace in Baghdad.

"I maintain supervision of the market and ensure the vendors are operating within the guidelines and standards of the Coalition authority and Iraqi people," said Dawson. "Other than that, I just try to be honest and fair."

> "I maintain supervision of the market and ensure the vendors are operating within the guidelines and standards of the Coalition authority and Iraqi people."

The market features a surprising array of useful and eclectic wares — everything from CDs and DVDs to watches, hand made rugs and handbags, soft drinks and ice cream, and gold jewelry. The place draws an ever-increasing crowd of locals, military, contract workers, and government employees, who gingerly navigate the narrow aisle sandwiched between twin rows of wooden stalls.

According to Dawson, there is no rental fee charged for stall space, which is provided on a first come-first served basis. More than 300 workers man the stalls, including six female Iraqis who serve as sub-managers for Dawson.

"They help me enforce standards, update changes and provide input into the bazaar," added Dawson. "For instance, this is the first week we've sold melons. And we're planning on bringing more fruits and vegetables based upon demand."

Supply and demand always have served as the cornerstone for success in commercial centers, and the bazaar is no exception.

"I came here for a circular saw," said Staff Sgt. David Patterson of the 785th Combat Stress Detachment from Minneapolis, Minnesota, a frequent shopper at the bazaar. "If you need something, you just tell one of the vendors what you want. Sometimes, we go online and get a picture of the item for them. Then they go into Baghdad and find it for you. Their prices are reasonable — about what you'd pay at home."

Dawson also serves as the U.S. military liaison for the Women's Center in Baghdad, where she champions the struggle for gender equality and equal opportunity. She actively encourages the women of Iraq to move into the future, joining the workforce to gain greater independence.

"They've lived under these traditional roles for so long," said Dawson. "But as times change, their roles must change. I'm proud to be helping these women."

Maj. Annette Dawson of the 478th Civil Affairs Battalion discusses business with two of her vendors in the bazaar she manages near the Presidential Palace in Baghdad.

PHOTO: MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND

Dawson believes the evolution of the women's role in Iraq and in the new nation's workplace ultimately will help the country become more productive. She sees the bazaar as a microcosm of how things might operate on a grander scale one day soon in the future.

"I really like working with the vendors," added Dawson. "Some day, I would like to see them develop their efforts into truly prosperous small businesses."

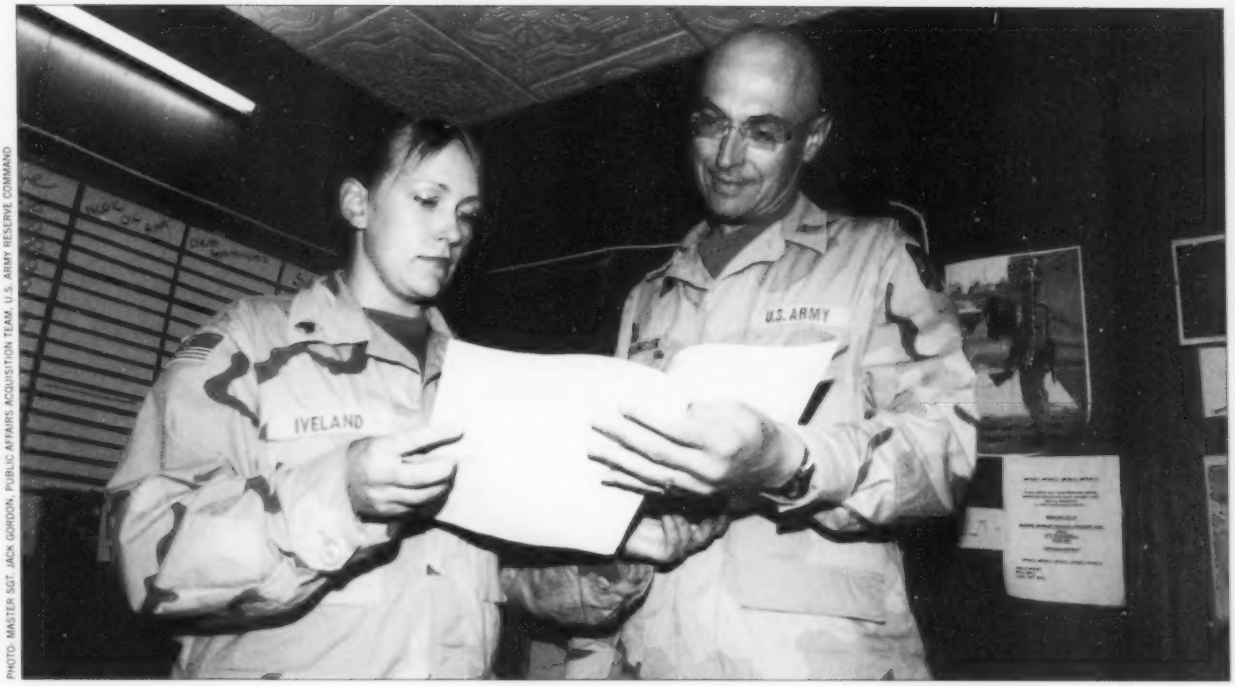

PHOTO: MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND

Sgt. Jennifer Iveland and Capt. Robert Johnson, both Army Reserve Soldiers with the 785th Combat Stress Company from Minneapolis, Minn., discuss Soldier treatment.

785th COMBAT STRESS COMPANY HELPS COMBAT THE STRESS OF COMBAT

Stress is something the Soldiers of the 785th Combat Stress Company, an Army Reserve unit from Minneapolis, Minnesota, understand. And they are doing their best to help Soldiers resolve stress problems before and as they occur.

"We offer the Soldiers a couple of things," said Capt. Robert Johnson, a psychologist with the 785th. "Perhaps the most important is restoration for Soldiers who are experiencing a lot of stress in their lives — whether it is battlefield-related or the result of being away from loved ones in a dangerous environment halfway across the world."

Soldiers who seek assistance from the 785th are screened first to determine the extent, depth and severity of their problems.

"I do the initial intake interview, where we collect all of the information from the Soldiers to find out what might be going on," said Sgt. Jennifer Iveland, a mental health specialist with the unit. "Then they see one of the professional staff — a psychiatrist, psychologist or social worker. Between us, we decide the disposition and treatment plan for the Soldiers."

Unfortunately, according to Iveland, a stigma can attach to Soldiers who choose to discuss and try to manage their stress-related problems.

"It's something we're trying to get past," added Iveland. "After all, we're here to help them cope, and to give them the tools necessary to help them deal better with their duty and deployment."

Generally, the most common stress problems are the result of either: 1) combat-related issues where a Soldier has been in a lot of fighting; 2) home-front issues related to spouses and children; or 3) chain of command issues. Most of the therapy involves getting Soldiers to focus on the stress and anger management.

According to Johnson, seeking assistance for battlefield stress is nothing to be ashamed of. All Soldiers serving in Iraq are subjected to numerous types of stress on a daily basis. And the long days away from home living in cramped quarters with mortar rounds dropping continuously can give even the strongest personalities cause for concern.

Johnson recalled a Soldier who had been awarded two Purple Hearts during his second rotation supporting Operation Iraqi Freedom, who sought out their assistance.

"He already had two Purple Hearts and he had taken three rounds that were stopped by his body armor plates," said Johnson. "We are very proud of him and his service. At the same time, however, we know the kinds of stress that can cause. After all, we all have our limits."

"We helped him recognize that he had hit a point where he no longer could cope appropriately with being a combat Soldier. He is still a Soldier, but we had him look for another position."

Johnson said he enlisted in the Army Reserve just prior to September 11th because he felt the need to serve his nation.

"My brother was in Vietnam," said Johnson. "And, in the times we are facing now, I felt this was my opportunity to help the Soldiers who are serving over here."

> "...in the times we are facing now, I felt this was my opportunity to help the Soldiers who are serving over here."

Before being mobilized, Johnson worked for the U.S. Department of Justice and managed a drug abuse program in a 200-bed unit in a Texas correctional facility. He resides in Grand Prairie, Texas.

Iveland was awaiting enrollment into the Active Guard/Reserve (AGR) program when she was mobilized. She makes her home in Laverne, Minnesota.

810th MILITARY POLICE COMPANY CONDUCTS CONVOY SECURITY OPERATIONS INTO IRAQ

The ragged sound of tapping valves beneath the dusty hoods of several HMMWVs fills the air, which smells strongly of diesel fuel. The vehicles have just been "topped off" for the trip north into Iraq. It's just after daybreak — about 5:00 a.m. — and it's already hot. But not as hot as it could get.

"...an RPG (rocket-propelled grenade) attacked a patrol in that area. All of that happened within the past 24 hours. Any questions?" said Staff Sgt. Roland Sioris, finishing his threat condition briefing to the Soldiers from the 810th Military Police Company, an Army Reserve unit from Tampa, Florida.

Since being extended from performing U.S. Customs support operations in Kuwaiti camps where U.S. troops were deploying home, the Soldiers of the 810th have been on a mission to conduct convoy security operations into Iraq.

"We meet the convoys here in the staging lanes, meshing into the trucks as they depart. We take them where they need to go and then come back," added Sioris.

To ensure the safety of the supply movement, the unit provides six, heavily armed HMMWVs, which travel to some of the northernmost forward operating bases in Iraq. The mission can last anywhere from 16 hours to four days to complete the return trek to Kuwait, and the long days demand every Soldiers' fullest attention since attacks on U.S. operations throughout Iraq have increased dramatically in recent months.

"You have to keep an eye on everything," said HMMWV driver Spec. Corey Campbell, who enlisted in the Army Reserve to earn additional money for college. Although Campbell had to place his studies on hold when his unit was mobilized, he has managed to complete four online courses since arriving in Kuwait.

Staff Sgt. Roland Sioris of the 810th listens to the final updates on the unit's security briefing.

PHOTO COURTESY OF MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND

[Right] Spc. John Ryan of the 810th Military Police Company is bundled up for the fine blowing sand he will encounter during his journey north into Iraq. (PHOTO COURTESY OF MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND)

PHOTO COURTESY OF MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND

Spc. Charles Spencer of the 810th lubricates a turret-mounted 50-caliber machine gun aboard his HMMWV before heading into Iraq.

"During the longer trips, I switch jobs with my gunner," said Campbell. "That way, we both have the opportunity to either drive or man the vehicle's weapons system. This allows us to stay more alert and mission focused."

"We call it the 'Iraqi Express,' and we have encounters nearly every time we go out."

"We call it the 'Iraqi Express,' and we have encounters nearly every time we go out," said Spec. Charles Spencer. "A problem can erupt at a moment's notice — like a vehicle stopping or a vehicle entering the convoy. Even normal traffic in Iraq — people going to or from work — can create problems for us."

In the many months that the Army Reserve Soldiers of the 810th have been on duty in Kuwait and Iraq, strong bonds have been formed.

"With us, everything just clicks. Typically, we're pretty laid back. However, as soon as we cross that border, we put on a different face. We become the 'Hell Hounds,'" added Spencer. "We all came here together, and we're all going home together."

874th MOVEMENT REGULATING DETACHMENT GETS ESSENTIAL SUPPLIES TO COALITION FORCES

More than 1,000 trucks carry mission-essential supplies each day through Habur Gate on the Turkey-Iraq border to Coalition forces operating from northern Iraq all the way down to Baghdad. The trucks move food, water, fuel and other items shipped from ports in Turkey and other locations in Europe. Sorting the trucks and identifying what essential supplies cross the border is the job of the 874th Movement Regulating Detachment, an Army Reserve unit from Staten Island, New York.

"We stage the trucks for movement south to ensure their security and their arrival to Coalition forces throughout northern Iraq," said Maj. Michael Butler, the unit's commander and a resident of Staten Island. "We expedite a process that otherwise might take days."

> "We stage the trucks for movement south to ensure their security and their arrival to Coalition forces throughout northern Iraq."

The trucks line up on either side of the border waiting to cross sometimes for days. During the time it takes to move the items, the drivers live in the trucks.

Sgt. Rui Wu, an Army Reserve Soldier with the 874th, works in the border holding area keeping track of the trucks waiting to go south. According to him, while his job might not seem like much, it affects all of the Soldiers in the distribution area.

"If a convoy of ours is attacked on either side — Iraq or Turkey — supplies will be late. And, if the supplies are not handled properly, time will be wasted getting the supplies to the troops," said Wu.

The Coalition forces, Iraqi Civil Defense Corps and contracted security companies provide security for the convoys traveling south. Given the large number of trucks moving supplies, security presents a number of challenges.

"The biggest problem we have is communication between drivers. If they see something or have a problem with their vehicle, it is hard for the convoy escorts to find out right away," added Butler. "But once the convoys move south, we trust that their security escorts will ensure their safe arrival and that the troops will get what they need." AR

PHOTOS THIS PAGE: SPC. GRETEL SHARPEE, 139TH MOBILE PUBLIC AFFAIRS DETACHMENT

On any given day, trucks can be seen lined up for miles waiting to cross the border between Iraq and Turkey at Habur Gate.

Continuing a Legacy of Honor:

A PROFILE OF THE 81st REGIONAL READINESS COMMAND

The 81st Wildcat Division.

The 81st Regional Readiness Command (RRC), which exercises command and control over more than 30,000 Army Reserve Soldiers and provides support to more than 40,000 Army Reserve Soldiers, combines the territories of North and South Carolina, Georgia, Florida, Kentucky, Tennessee, Alabama, and Mississippi. It includes, among others, quartermaster, engineer, medical, chemical, and military intelligence units—all ready to go forth and accomplish their mission.

History of the "Wildcat"

The history of the 81st RRC began on August 26, 1917, when the 81st Infantry Division was organized at Camp (now "Fort") Jackson, South Carolina. Legend has it that it became known as the "Wildcat" Division after troops found a snarling wildcat on the banks of Wildcat Creek, which flows throughout the area.

The wildcat later made its way onto the Division's patch when Brig. Gen. Charles J. Bailey, commanding officer of the 81st Infantry Division, returned from inspecting the French and British battlefronts of Europe in early 1918. Having observed various unit

ALL PHOTOS IN THIS FEATURE: COURTESY OF STAFF SGT. DEREK WITHERSPOON, 81ST RRC PUBLIC AFFAIRS OFFICE

Sgt. Theresa Chatman and Sgt. 1st Class Vaughn Daly of the 802nd Ordnance Company out of Gainesville, Ga., note the serial numbers on a load of Multi-Launch Rocket System missiles at the Ammunition Supply Point at Camp Arifjan in Kuwait. Chatman and Daly were mobilized in support of Operation Enduring Freedom.

insignia adorning the uniforms of foreign soldiers, and believing them to be a great convenience, he requested that a design be created for a distinctive unit patch for the 81st. In keeping with the Division's nickname, Sgt. Dan Silverman of Asheville, North Carolina, a sergeant with some artistic training, designed the Division's Wildcat patch.

After learning that the insignia was unauthorized for his Soldiers to wear, Bailey personally appealed to Gen. John J. Pershing, American Expeditionary Forces (AEF), to secure permission for its continued use citing morale issues. Pershing agreed, reportedly stating in his trademark terse style, "All right. Go ahead and wear it. And see that you live up to it!"

Following that meeting, Pershing directed all American divisions to design and wear their own distinctive shoulder patches. By November 11, 1918, there were 34 Army and National Guard units in Europe, each sporting new insignia on their shoulders. Today, the Army Reserve Soldiers of the 81st RRC continue to proudly wear the Wildcat patch as they accomplish their missions at home and abroad.

A Distinguished Legacy

During World War I, the 81st distinguished itself in fighting in France, receiving the personal commendation of Pershing. Not only did they participate in the occupation of the St. Die sector, they also participated in the offense at Meuse-Argonne.

During World War I, the 81st distinguished itself in fighting in France, receiving the personal commendation of [Gen. John J.] Pershing.

Following World War I, the "Wildcat" Division was deactivated, only to be recalled to duty in June 1942 after the start of World War II. Committed for nearly a year in the Pacific, the Division was engaged in action in Peleliu, Ulithi, Ngesbus, Congaru, and Garakayo. Later, it was part of the Army of Occupation of Japan. On January 20, 1946, the Division again was inactivated.

In May 1968, the "Wildcat" patch once again appeared in combat as three ARCOM units were mobilized and deployed to Vietnam for a year. In August 1990, 81st ARCOM units were among the first Army Reserve units to be called up in support of Operations Desert Shield and Desert Storm. Fifty-two units and nearly 6,000 Army Reserve Soldiers from the 81st ARCOM served as an integral part of the Army's resources, most of them serving in the Middle East.

Then, on August 24, 1992, when Hurricane Andrew waged its own war of mass destruction in southern Florida, Army Reserve Soldiers from the 81st ARCOM — many of them victims themselves of the hurricane — answered the call to provide disaster relief. Not only did they assist in clearing debris, they also provided medical support, public affairs coverage, and legal counseling.

In January 1993, volunteers from numerous units within the 81st ARCOM again answered the call to duty by providing support for Operation Restore Hope in Somalia. Additionally, in March 1994, members of the ARCOM's 421st Quartermaster Company prepared and rigged humanitarian relief items in Rhein Main, Germany, for airdrop into Bosnia-Herzegovina.

The Wildcat patch worn by 81st RRC Soldiers today.

Maj. James Eidt, Jr., vessel officer with the 1184th Transportation Terminal Battalion from Mobile, Ala., directs a Bradley fighting vehicle off a ship at the Port of Ash Shuaybah, Kuwait. Eidt's Army Reserve unit was mobilized in support of Operation Enduring Freedom.

Reorganization and Re-designation

In April 1995, the 81st ARCOM was inactivated as part of the restructuring of the Army Reserve to better meet the Army's changing global missions, reduce command overhead, and enhance federal military support for domestic assistance missions. In its place, the 121st ARCOM officially was reorganized as the U.S. Army 81st Regional Support Command (RSC). Under this restructuring, the 81st became the largest Army Reserve Command in the United States.

On July 16, 2003, the 81st RRC was re-designated the U.S. Army 81st Regional Readiness Command (RRC). The 81st RRC has Army Reserve units participating in various military operations all over the world, such as Operation Joint Guardian, Operation Noble Eagle, and Operations Enduring Freedom and Iraqi Freedom. Currently, approximately 8,000 Army Reserve Soldiers from the 81st RRC have been mobilized in support of Operations Enduring Freedom and Iraqi Freedom.

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Training the Force

Today, making sure Soldiers are well trained for mobilization is a priority for the 81st RRC. At any given time, the 81st RRC has units participating in training exercises to prepare them for their wartime missions on a moment's notice. Some of the more recent training exercises include Golden Medic (a mass casualty medical exercise), RIO LOBO (a chemical defensive exercise), and New Horizons (a humanitarian aid exercised profiled in last issue's Around the Globe section).

In addition, the 81st RRC continues to be a leader in testing new pilot programs planned for implementation throughout the total Army Reserve. Some of the more recent programs include the Trainees, Transients, Holdees and Students Account (TTHS), the Second Lieutenant Recruiting Program (taking place at North Georgia College and State University), and the Marriage and Singles' Retreats (for demobilizing Army Reserve Soldiers).

...the 81st RRC continues to be a leader in testing new pilot programs planned for implementation throughout the total Army Reserve.

The TTHS Program

The TTHS Program, which the 81st RRC is spearheading, is designed to help increase the readiness of Army Reserve units by removing non-deployable Soldiers from Troop Program Unit (TPU) force structure positions.

Under this program, Soldiers who are not MOS-qualified or who are otherwise non-deployable no longer will be assigned to units. Instead, they will be assigned to the TTHS Account, where they will be the responsibility of, and managed by, TTHS managers at the Regional Readiness Command level. The Soldiers will continue to drill, but the training may be with a different unit. Once MOS-qualified and deployable, they will be reassigned. The goal is to have Soldiers transitioned out of the TTHS Account within 180 days or sooner if possible.

"The purpose of piloting this program with the 81st is to iron out all of the bugs. That way, when we go to implement this program with the other RRCs, we won't have as many challenges to overcome," said Col. Shirley A. Quarles, Deputy Chief of Staff for G-1 (personnel services).

Recruiting Officers to Lead the Force

Another pilot program the 81st RRC is spearheading is designed to help recruit second lieutenants into the Army Reserve. With the approval of Lt. Gen. James R. Helmly, Chief of the Army Reserve, the 81st RRC has established an Army Reserve detachment (the Georgia Mountain Detachment) to commission lieutenants from North Georgia College and State University (NGCSU) in Dahlonega, Georgia, into the Army Reserve. The goal is to have 70 new cadets in the Georgia Mountain Detachment by the end of fiscal year 2004. The intention is to influence many of those new recruits into becoming Army Reserve officers.

"This is a great program," said Maj. Gen. Alan D. Bell, commander of the 81st RRC. "It is a marriage of what the Army Reserve has to offer students and what those students can offer the Army Reserve. We hope the program will spread to other campuses throughout the United States."

Allowing the Force to Retreat

Another program the 81st RRC is testing involves helping Soldiers reunite with their spouses after long deployments, such as Operations Enduring Freedom and Iraqi Freedom. Recognizing the difficulties that can occur when Soldiers and their spouses reunite after long separations, the 81st RRC's Chaplains Office has introduced what they are calling "Marriage Enrichment Retreats."

"Reattachment is the toughest issue facing married couples during the redeployment process," said 81st RRC Chaplain (Lt. Col.) Gerald R. Nelson. "During deployments, Soldiers and family members alike attach themselves to others to help cope with the mobilization. Upon return, they have to work at breaking those bonds. They also have to face other issues, such as parenting and forgiveness. The Retreats allow them to do this in a quiet and relaxing environment."

"We also offer retreats for single Soldiers to help re-acclimate them to civilian life," he added.

With a motto of "Wildcats never quit," it appears that the 81st RRC will continue to work relentlessly to accomplish any mission placed before them, as well as to adapt to any change thrown in their path. AR

HISTORY OF THE 81ST REGIONAL READINESS COMMAND

★ August 26, 1917	The 81st Infantry Division is organized at Camp ("Fort") Jackson, South Carolina
★ World War I	The 81st participates in the occupation of the St. Die sector and the offense at Meuse-Argonne
★ World War II	The 81st engages in action in Peleliu, Ulithi, Ngesbus, Congaru, and Garakayo in the Pacific. The 81st also becomes part of the Army of Occupation of Japan
★ December 1967	The Headquarters of the 81st U.S. Army Reserve Command (ARCOM) is established
★ May 1968	Three 81st ARCOM units are mobilized and deployed to Vietnam
★ August 1990	Fifty-two units and nearly 6,000 Soldiers from the 81st ARCOM are called up in support of Operations Desert Shield and Desert Storm
★ August 1992	Army Reserve Soldiers from the 81st ARCOM provide disaster relief in the wake of Hurricane Andrew
★ January 1993	Volunteers from numerous units within the 81st ARCOM provide support for Operation Restore Hope in Somalia
★ March 1994	Members of the 81st ARCOM's 421st Quartermaster Company prepare and rig humanitarian relief items for airdrop into Bosnia-Herzegovina
★ April 1995	The 121st ARCOM is reorganized as the U.S. Army 81st Regional Support Command (RSC)
★ July 2003	The 81st RSC is re-designated the U.S. Army 81st Regional Readiness Command (RRC), with units participating in various military operations worldwide

The Army Reserve Honors a Former

COMMANDER-IN-CHIEF

PHOTO: COURTESY OF THE RONALD REAGAN PRESIDENTIAL FOUNDATION

President Ronald W. Reagan
1911–2004

The 5115th Theater Support Unit, comprised of Army Reserve Soldiers from the greater Washington, D.C. metro area and surrounding states, represented the U.S. Army Reserve in the state funeral procession for former president Ronald W. Reagan, who served from 1981 to 1989 as the 40th president of the United States. Reagan, who was born on February 6, 1911, in Tampico, Illinois, died on June 5, 2004, in Bel Air, California.

As past commanders-in-chief of the U.S. military, former presidents are afforded specific military honors. The sitting president directs the Secretary of Defense to conduct the funeral on behalf of the nation. The U.S. Army Military District of Washington, D.C., is responsible for all of the ceremonial arrangements, and each branch of the armed forces provides personnel and support to honor the former commanders-in-chief. The last state funeral held in Washington, D.C., took place in 1973 to honor Lyndon B. Johnson.

Headquartered at Fort Meade, Maryland, and commanded by Col. Vincent T. Taylor, the 5115th currently is part of the 99th Regional Readiness Command. It provides trained and ready Soldiers capable of effectively augmenting U.S. Army Europe in a variety of combined and joint operations.

The Soldiers of the 5115th have distinguished themselves during Operation Desert Shield/Desert Storm and on numerous high profile missions in Germany, Italy and the Balkans. Most recently, the Soldiers of the 5115th answered the nation's call in the War on Terrorism and in support of Operation Enduring Freedom/Iraqi Freedom. AR

PHOTO: SGT. JAMES PINIERO

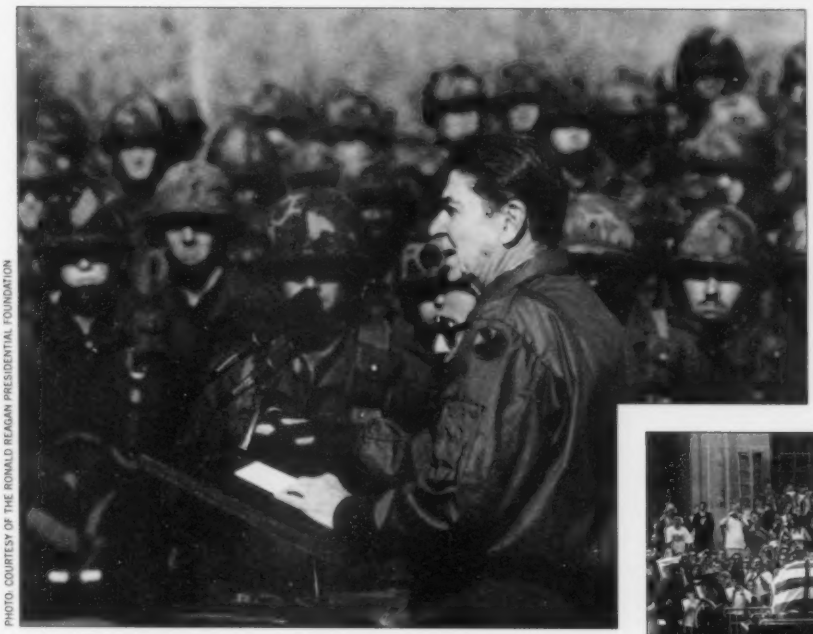

PHOTO: COURTESY OF THE RONALD REAGAN PRESIDENTIAL FOUNDATION

PHOTO: UNKNOWN

PHOTO: UNKNOWN

[Center Left] Ronald Reagan addressing the troops. [Top] Army Reserve Soldiers with the 5115th Theater Support Unit headquartered at Fort Meade, Md., march onto Constitution Avenue in Washington, D.C., as the processional begins to honor former president Ronald W. Reagan. [Center Right] The riderless horse. [Bottom Right] Funeral procession for former president Ronald W. Reagan.

STILL SERVING AT 68

He retired from the Army in 1977 after serving 20 years on active duty. However, when the Army Reserve Personnel Center in St. Louis, Missouri, called and asked if he'd like to volunteer for active duty in Iraq, Lt. Col. (no longer retired) John Ritchey was honored to be packing his bags again.

"They asked if I would be willing to come back since they needed people in my Military Occupational Specialty (MOS), and I felt obligated. So that got the ball rolling," said Ritchey, an ophthalmologist who is now assigned to the 31st Combat Support hospital in Iraq.

Early in his military career, Ritchey served as a second lieutenant in the artillery branch with units at Fort Bliss, Texas. And it was the Army that paid his full tuition and salary during his senior year of medical studies. He completed his medical internship in Hawaii and did his medical residency at Walter Reed Army Hospital in Washington, D.C. Then — like now — he was off to war.

"When I was in Vietnam, I was in an administrative position as the brigade surgeon," added Ritchey. "So this is my first time serving in a combat support hospital."

When Ritchey was eligible to retire in 1977, he settled in Fayetteville, North Carolina, near his last duty station — Fort Bragg.

"I came back because I felt an obligation and commitment to my country. I feel that the United States has done a lot for me, so I am grateful to have this opportunity," said Ritchey.

According to Ritchey, some things have changed since he left the military 27 years ago. Perhaps the biggest change is in the high caliber of today's volunteer Soldiers.

"I think the biggest change I've seen is in the professionalism of today's Army Reserve Soldiers," said Ritchey. "They act with the efficiency and effectiveness of the troops I used to see in the Airborne units. And they seem so much more motivated."

"I also am very impressed with the courage of these Soldiers," he added. That means a lot coming from a formerly retired Soldier, who has spent the last 27 years of his retirement volunteering his time as part of a medical team traveling to many dangerous and underdeveloped countries to provide aid.

"I don't think I am that unique," added Ritchey. "I just did what anybody else would do if they were in my shoes. They needed me. So, I'm here."

Lt. Col. John Ritchey, an Army Reserve Soldier with the 31st Command Support Hospital in Iraq, prepares a prescription for KBR employee. At age 68, Ritchey voluntarily returned to service after 27 years in retirement.

PHOTO: MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND

SPC. RON BUCCA VISITS CAMP BUCCA, IRAQ

The son of a fallen New York City Fire Marshall visited southern Iraq during June to present a banner of support from his family and an iron cross to the Soldiers who live and work in the southern Iraqi Army camp that bears his family's name.

Camp Bucca was named after Fire Marshall Ronald Paul Bucca, who died on September 11, 2001, during the terrorist attacks on the World Trade Center buildings in New York City. Col. Ecke, himself a New York City firefighter and Army Reserve Soldier with the 800th Military Police Brigade, named the prisoner of war camp after Fire Marshall Bucca in order to honor his heroism and sacrifice.

47-year old Ron Bucca was a 23-year veteran of the Fire Department of New York (FDNY) and served with Engine 95, Ladder 2, the Fitness Unit, Rescue 1, the FDNY Terrorist Task Force, and was promoted to Fire Marshall in 1992. Radio transmissions revealed he made it to the 78th floor of one of the World Trade Center buildings and was putting water on a fire with Battalion Chief Oreo Palmer when he died. His body was found close to one of the stairwells on October 23, 2001.

Bucca also was a 29-year veteran of the military and held the rank of warrant officer in the U.S. Army Reserve. He spent two years on active duty with the 101st Airborne Division. However, most of his career was with the 11th Special Forces Group and the Defense Intelligence Agency as an Intel analyst. His last duty assignment was with the 3413th Military Intelligence Detachment assigned to the 800th Military Police Brigade.

In March of 2003, Ron Bucca, Jr. decided to enlist in the U.S. Army. A recent graduate of Tulane University in New Orleans, Louisiana, Spc. Bucca left a lucrative position at a brokerage firm on Wall Street in New York City. He requested service in the Special Forces, like his father. He also requested to be deployed to Iraq to support his country and thereby honor his father's memory.

With the support of Lt. Col. Lennie Upshaw, 16th Military Police Brigade executive officer, Spc. Bucca was able to visit the camp that bears his family's name. The banner and iron cross, cut from a steel I beam from the World Trade Center, will become part of Camp Bucca installation property and eventually will be sent to be recorded into the Army Historical Archives.

PHOTO: MAJ. KEN PIERCE, 160TH MILITARY POLICE BRIGADE PAO

(Left to Right) Col. Izzy Rommes, Chief Warrant Officer Nelson Diaz, Spc. Ron Bucca, Command Sgt. Maj. James Weaver.

MASTER SERGEANT PULLS GUARD DUTY AGAIN — 35 YEARS LATER

When Master Sgt. Maurice Woods, noncommissioned officer in charge of the liaison section, 425th Civil Affairs Battalion, was selected to serve a shift as Sergeant of the Guard at Task Force 1st Armored Division's Headquarters in May, it was the first time he had pulled guard duty in 35 years. But not the first time he had pulled guard duty with the 1st Armored Division.

"It was my first time doing infantry work since 1969," said Woods, who was deployed to Iraq in February. "One thing I've learned in the Army is that, if you stay in long enough, everything will start to repeat itself."

Woods enlisted in the Army in May of 1968 in Richmond, Virginia, and was promptly sent to Basic Training at Fort Benning, Georgia. He attended Advanced Infantry Training at Fort Dix in New Jersey, before spending three months doing nothing but KP and guard duty with the 1st Armored Division.

After leaving the 1st Armored Division, he was sent to Korea with the 1st Battalion, 31st Infantry Regiment, 7th Infantry Division. However, he was in Korea only a matter of months before being sent to Okinawa to undergo Jungle Warfare Training in preparation for being sent to Vietnam.

PHOTO: STAFF SGT. TONY SAILER, 1ST ARMORED DIVISION PAO

Master Sgt. Maurice Woods of the 351st Civil Affairs Brigade, an Army Reserve unit from Mountainview, Calif.

By March 1970, Woods was serving a tour in Vietnam, where he was assigned to be the unit armorer for the 570th Transportation Group—a group made up entirely of transportation officers who operated from Saigon in the north to "the Delta" in the south.

"I became the armorer for the unit because that was what they needed," said Woods. "Being tasked to be the armorer probably saved my life."

"Being tasked to be the armorer probably saved my life."

Woods' tour in Vietnam ended in February 1971—one month shy of a year. Upon his return to the United States, he transferred from the Active Army into the Army Reserve, where he has been ever since with the exception of a three-year break from 1974–1977.

In between training with his Army Reserve unit, Woods found time to attend college, where he eventually earned Bachelors' degrees in Molecular Biology and Biological Chemistry. Currently, he works with the U.S. Department of Veteran's Affairs (VA) as a medical researcher at a VA hospital.

"I do mostly bench work researching mutating viruses," said Woods. "My group's primary focus is researching Hepatitis C."

Woods' unit is the 351st Civil Affairs Command (CACOM) based in Mountainview, California, which also is where he makes his home. He, along with his fellow Soldiers from the 351st, has been tasked with augmenting the 425th Civil Affairs Battalion, which currently is attached to Task Force 1st Armored Division.

Now that he has come full circle and returned to the 1st Armored Division after more than 35 years, Woods works in the Tactical Operations Center as the liaison between the various civil affairs teams attached to the Division and the division-level civil-military affairs office.

"I'm the guy who answers the phone at the desk," said Woods with a laugh, reflecting on the differences between what he is doing now in a war zone and what he did more than 30 years ago in Vietnam.

UNEXPECTED REUNION IN KUWAIT GIVES ARMY RESERVE SOLDIER AN "EARFUL" OF MEMORIES

When Staff Sgt. Dennis Piatt was mobilized with the 243rd Quartermaster Battalion from Parsons, Kansas, and deployed to Kuwait for service in Operation Iraqi Freedom, he didn't expect to encounter the Naval Corpsman who stitched his ear back together 30 years ago.

"In our camp meetings, I heard the name Sorensen being mentioned, so I related my story and described the guy who had sewn up my ear," said Piatt. "Another Soldier who was attending the meetings said, 'That sounds just like him.' So, I went to the next meeting and sure enough, there was 'Doc' Sorensen."

"I was surprised," said Capt. Robert Sorensen, 2nd Fleet Support Group, U.S. Navy. "I didn't make the connection immediately. His face looked vaguely familiar. However, once we matched notes, it was him."

"I guess I was surprised too at seeing him in an Army uniform instead of a Marine uniform," added Sorensen.

"I wanted to just give him a hug," added Piatt. "But I looked up and saw the 'birds' on his shoulders, so we just shook hands."

"I just wanted to give him a hug. But I looked up and saw the 'birds' on his shoulders, so we just shook hands."

A few evenings later, Piatt and Sorensen shared a dinner and caught up on developments in each other's lives. It all began when Piatt was serving in the U.S. Marine Corps (1972–1979) on a pitch-black night under triple canopy in the Philippines. In 1974, his unit, assigned to the Third Marine Division, was conducting JES (Jungle, Environmental and Survival)

training. Piatt was walking "point" when a razor sharp piece of bamboo caught and deeply sliced the outer rim of his ear from the top of the crescent down, nearly severing it completely.

Enter Doc Sorensen, who was the medical Corpsman assigned to Piatt's unit and who used more than 30 stitches to literally reattach the outer edge of Piatt's ear. According to Piatt, Marines have a special bond with the Corpsmen assigned to their units.

"We know that they may have to take care of us, so we take care of them," said Piatt. "When you're in a squad — Marine Corps, Infantry, whatever — you become very tight. You know everything about everybody in your squad. And, oftentimes, you also become friends."

"When you're in a squad — Marine Corps, Infantry, whatever — you become very tight."

In 1975, both were rotated to Camp Pendleton in California, but they never saw one another again.

"I was assigned to the First Marine Division, and he was assigned someplace else," added Piatt.

Eventually, Piatt ETSd (Expiration of Time of Service), and he didn't really look back — until 1992, when after a 13-year separation from duty, he enlisted in the Army Reserve.

"I missed the camaraderie of the service," said Piatt. "So, I took what was close to me in the Army Reserve."

Piatt was assigned to the 243rd Quartermaster Battalion and cross-trained into the Army's 92-series Military Occupational Specialty — Food Service. The duty is a world apart from his earlier service as a Recon Marine, but he likes it. In Kuwait, he oversees and manages commercial contracts for the camp's dining facilities.

Piatt was married just prior to his unit's departure from Kansas, but never told his wife about his ear.

"Now, I'll tell her. After all, Doc Sorensen checked it out and said it looks great," added Piatt with a smile.

Staff Sgt. Dennis Piatt of the 243rd Quartermaster Battalion, an Army Reserve unit from Parsons, Kan.

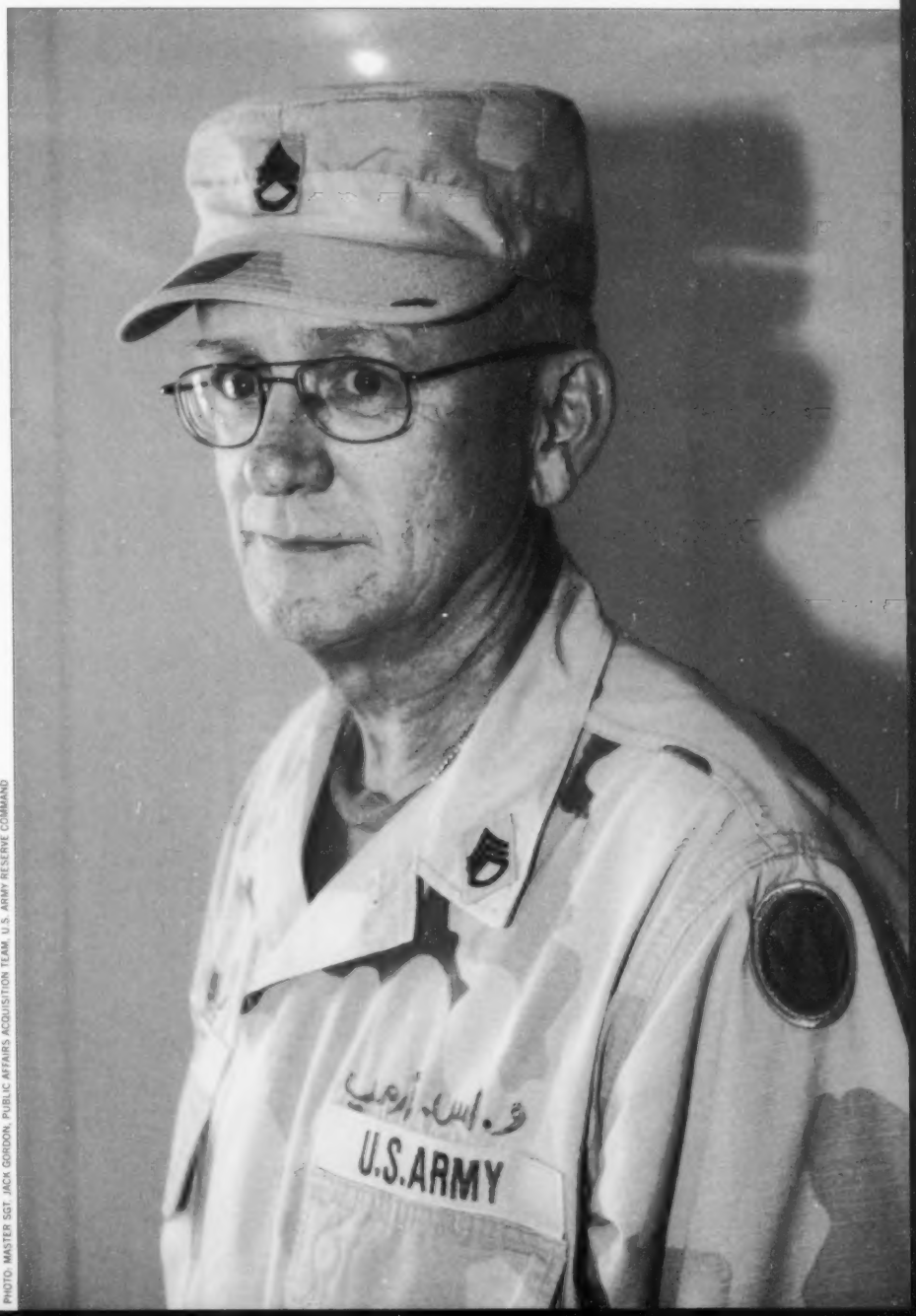

PHOTO: MASTER SGT. JACK GORDON, PUBLIC AFFAIRS ACQUISITION TEAM, U.S. ARMY RESERVE COMMAND

IRAQI JUVENILES LEARN PROSE FROM AN ARMY RESERVE PRO

Some military lawyers work hard at putting people behind bars. However, Capt. David Seiter is not your typical military lawyer. Since early last year, Seiter, an attorney in his civilian life with a firm in Indianapolis, Indiana, has been helping Iraqi children at orphanages and detention centers throughout Iraq learn to read.

Assigned to the 800th Military Police Brigade, Seiter now works for the 16th Military Brigade and is attached to the Coalition Provisional Authority (CPA) at the Ministry of Justice in Iraq, serving as a guardian for female and male juvenile detainees. In that capacity, he has been working hard to set up a library for the young detainees by encouraging his friends in the States and in Iraq to send him Arabic language books. He also has obtained the help of the CPA, the Ministry of Education and a few teachers to turn his dream into a reality.

"We have more than 100 books now that were provided by the CPA, and the number is growing daily. I'm waiting for more books from the States," said Seiter. "The kids are not really responsible now because they never had the opportunity to learn anything. I'm hoping to change all that."

"The kids are not really responsible now because they never had the opportunity to learn anything. I'm hoping to change all that."

The library is being housed in a building renamed the Basil Library after an Iraqi colonel, who was gunned down in the "Red Zone" in downtown Baghdad. It is being organized so that the juveniles can run the facility themselves, tracking the books and making sure they are returned.

All of the teachers at the facility hope Seiter's plan will be successful because eventually they also would like to build a better school. According to Seiter, he plans to expand his search to include books that can be used by the teachers, who currently only teach three hours of classes each day.

"We are hoping to get more books from the Ministry of Education, and to increase the teaching hours to half a day," added Seiter. "Learning to read can only lead to more positive results for these children."

Capt. David Seiter, assigned to the 800th Military Police Brigade, now works for the 16th Military Brigade and is attached to the Coalition Provincial Authority at the Ministry of Justice as guardian for female and male juvenile detainees.

PHOTO: SGT. 1ST CLASS BILL SUTHERLAND, JOINT OPERATIONS CENTER PAO

POSTAL UNIT SOLDIER AWARDED BRONZE STAR

Sgt. Travis Duarte, a personnel administration specialist with the 342nd Postal Company, an Army Reserve unit from Rome, Georgia, has been awarded the Bronze Star for Valor for his actions during an ambush on his convoy in Iraq.

Working at the Joint Military Mail Terminal located at the Baghdad International Airport, Duarte, then a specialist, was part of a two-vehicle convoy reconnoitering a new mail delivery route to a camp near the ancient city of Babylon. Shortly after pulling onto a major highway near Baghdad, Duarte's vehicle was hit by a barrage of bullets, one of which instantly killed the driver of the vehicle, an employee of defense contractor KBR. The other vehicle escaped and was out of communications range until after the ambush.

Realizing the vulnerability of the other three passengers in his vehicle, Duarte exited the vehicle before it crashed over a berm and into a wall. He immediately began firing back at the suspected enemy location with his squad automatic weapon while the other Soldiers reached safety behind the overturned vehicle. Were it not for his actions, Duarte's fellow passengers very likely would have been killed. Instead, all except the driver of the vehicle got out of the ambush alive.

Under the continuing threat of fire, the Soldiers collected the body of the driver and headed down the highway until they were outside of a military compound, where they were spotted by American military police and brought inside.

Soon after the incident, Duarte returned to the mail terminal. He was promoted to sergeant late last year and is scheduled to deploy home with his unit some time this year. AR

Sgt. Travis Duarte (right), a personnel administration specialist with the 342nd Postal Company, an Army Reserve unit from Rome, Ga., is congratulated by Col. Donald Kennedy, the commander of the 3rd Personnel Command, during Duarte's Bronze Star with Valor award ceremony.

PHOTO: STAFF SGT. NATE ORME, 3RD PERSONNEL COMMAND PUBLIC AFFAIRS NCO

ARMY RESERVE HONOR ROLL

AS OF AUGUST 26, 2004

CSM Edward C. Barnhill
SGT Gregory A. Belanger
CPL Mark A. Bibby
SFC Kelly M. L. Bolor
SPC Roy Buckley
PFC Charles E. Bush, Jr.
CPT Paul J. Cassidy
PFC Thomas D. Caughman
SPC Doron N. Chan
PFC Jonathan M. Cheatham
SSG Thomas W. Christensen
1SG Christopher D. Coffin
SSG Donald N. Davis
SPC Jeremy M. Dimaranan
SSG Richard S. Eaton, Jr.
SGT David T. Friedrich
SPC Luke P. Frist
SPC Nichole M. Frye
SFC Dan H. Gabrielson
SGT David J. Goldberg
PFC Gregory R. Goodrich
SPC David E. Hall
SGT James W. Harlan
SGT Kenneth W. Harris, Jr.
SFC David A. Hartman
SSG Stephen C. Hattamer
SPC Julie R. Hickey
PFC Bert E. Hoyer
SGT Eric R. Hull
SPC Joseph A. Jeffries
LTC Paul W. Kimbrough
SPC Adam G. Kinser
SSG Charles A. Kiser
SGT Elmer C. Krause
SSG Mark A. Lawton
SFC Curtis Mancini
SSG Stephen G. Martin
SGT Arthur S. Mastrapa
SGT Melvin Y. Mora
SSG James D. Mowris
SGT Rodney A. Murray
SPC Paul T. Nakamura
SPC Charles L. Neeley
SGT Jaror C. Puello-Coronado
SPC Ramon Reyes-Torres
SGT Lawrence A. Roukey
SSG Camero B. Sarno
SGT Danton K. Seitsinger
LTC Anthony L. Sherman
SGT Jarret B. Thompson
SPC Brandon Tobler
SGT Nicholas A. Tomko
SPC Juan M. Torres

We memorialize these Soldiers' lives
by the actions we take as leaders.

ARMY RESERVE
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U.S.ARMY

DEDICATED TO THE SOLDIERS OF THE U.S. ARMY RESERVE WHO MADE THE SUPREME SACRIFICE IN THE GLOBAL WAR ON TERROR

WE WILL NEVER FORGET

IN THE NEXT ISSUE

WELCOME HOME— A TRIBUTE TO FREEDOM

U.S.ARMY

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